



Role of leadership and creative management in shaping sustainable business models

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Abstract. The study aimed to substantiate a management mechanism for combining leadership and creative management in the process of updating a company's business model, as well as to determine how these factors contribute to its adaptability, innovativeness and competitiveness in a changing economic environment. The research was conducted as a theoretical and analytical study using methods of content analysis of academic sources, comparative analysis, secondary analysis of international analytical reports, systematisation, synthesis, generalisation and conceptual modelling. Examples of the Ukrainian enterprises Rozetka, Prom.ua and Nova Poshta were used to demonstrate that the renewal of sustainable business models is achieved through the platformisation of trade, the development of digital infrastructure for small and medium-sized enterprises, logistical optimisation, automated tracking and the expansion of channels for interaction with consumers. The study established that leadership shaped the strategic framework of a sustainable business model through defining the direction of development, coordinating resources, supporting change, managing knowledge, and developing the organisation's capacity for renewal. Creative management was identified as a mechanism for the practical renewal of the value proposition, business processes, partnerships, channels of interaction with consumers, and sources of value creation. The study determined that a sustainable business model is not formed as a static framework for a company's operations, but rather as a management system that combines leadership, innovation, knowledge, adaptability and competitiveness. The study noted that 86% of employers expect artificial intelligence and data processing to have a transformative impact on business, 39% of existing skills are changing or becoming obsolete, and 63% of employers identify the skills gap as the main barrier to transformation. It was also shown that 42% of executives consider the company's current model to be unsustainable in the long term without a change of course, confirming the need for managerial renewal of business models. The results can be used by business leaders, development managers, strategic management specialists and business owners to review business models, enhance managerial adaptability and improve the competitiveness of the enterprise

Keywords: organisational adaptability; business competitiveness; dynamic capabilities; open innovation; management decisions

Introduction

Business operations are influenced by shifts in demand, requirements regarding environmental and social responsibility. technological advancements, competitive pressures, and In such circumstances, the sustainability of

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a business model depends on the organisation's ability to adapt its value proposition, organisational processes, resource base, and methods of engaging with customers in line with changes in the economic environment. Leadership provides strategic direction for these changes, coordinates management decisions, develops knowledge and supports staff innovation. Creative management performs an applied function: it facilitates the search for new solutions in the areas of products, services, business processes, distribution channels, partnerships and value creation. In this combination, leadership determines the direction of business model transformation, whilst creative management ensures its practical implementation and enhances the enterprise's competitiveness.

Studies from 2021 to 2026 address the interrelationship between leadership, innovation, sustainable development and the transformation of business models. H.I. Duh *et al.* (2026) investigated the impact of sustainable business model innovations and green competencies on business sustainability in the extractive sector. The authors demonstrated that a company's sustainability is linked to a combination of an updated value proposition, green knowledge, skills, attitudes and creativity among employees, which is crucial for analysis of managerial dimension of sustainable business models. The leadership competencies required to combine innovation and sustainable development were examined by M. Portuguese-Castro & I.M. Castillo Martínez (2025). The study emphasised that preparing managers for the modern business context requires the development of competencies that ensure organisations' ability to create innovative solutions following sustainability principles. M. Bashir & S. Pradhan (2023) investigated the impact of knowledge-oriented leadership on business model innovation and open innovation. The study highlighted the relevance of an enterprise's absorptive capacity, i.e. the ability to perceive, assimilate and utilise external knowledge to update the business model.

M. Bashir *et al.* (2022) developed and validated a scale for assessing innovations in sustainable business models. The researchers identified components such as innovation in the sustainable value proposition, innovation in value creation and delivery, and innovation in value capture, which specified the structure of a sustainable business model. A framework approach to business model innovation for sustainability was proposed by R. Ferlito & R. Faraci (2022). The study found that innovation in a sustainable business model involves changing the way an enterprise operates to reduce negative impacts on society and the environment and to develop new ways of creating value. The relationship between leadership styles, employee creativity and organisational innovation was investigated by N.T. Nguyen *et al.* (2021). The researchers found that transformational leadership is positively associated with employee creativity and organisational innovation, whereas transactional leadership has a different nature of influence on these

processes. Digital innovation of a sustainable business model from the perspective of dynamic capabilities was analysed by N. Hajiheydari *et al.* (2023). The researchers argued that an enterprise requires the ability to adapt internal competencies and processes in line with digital transformations and external changes.

The Ukrainian academic context for research into this topic is defined by studies on creative management and the transformation of business models. V.V. Tomakh *et al.* (2023) demonstrated that creative management is not a supporting element of management, but a factor in a company's competitiveness, as it influences innovation, adaptability and the ability to respond quickly to changes in the market environment. V. Levytskyi (2024) examined creative management as a set of practices, strategies and models that ensure the development of creative thinking, support for innovation and the management of strategic changes within an enterprise. V. Havran *et al.* (2025) specified the Ukrainian context of business model transformation using the examples of Rozetka, Prom.ua and Nova Poshta. The study demonstrated that Rozetka expanded its business model from the sale of electronics to an e-commerce platform, Prom.ua provided digital infrastructure for small and medium-sized businesses, and Nova Poshta strengthened its logistics model through automated tracking and delivery optimisation. These examples confirm the importance of digital technologies, customer focus and operational flexibility for the renewal of business models.

The data from the analysed sources indicate that the studies provide a comprehensive overview of specific aspects of sustainable business models, green innovation, digital transformation, leadership competencies and employee creativity. At the same time, the integrated managerial link between leadership, creative management, business model adaptability and the enhancement of enterprise competitiveness remains insufficiently specified. This relationship requires further analysis within the field of management, as the sustainability of a business model is shaped not only by the implementation of innovations, but also by the management system's ability to transform new ideas, knowledge and market signals into practical solutions. Therefore, the study aimed to determine how leadership and creative management influence the formation of sustainable business models and ensure their adaptation to changes in the economic environment and the maintenance of competitiveness. To achieve this aim, the following research objectives were identified: to explore the managerial significance of leadership as a factor in strategic direction, organisational adaptability and the development of a sustainable business model for an enterprise; to determine the role of creative management in updating the value proposition, business processes, partnerships and mechanisms for creating competitive advantages; to substantiate the interrelationship

between leadership, creative management, the sustainability of the business model and the enterprise's competitiveness in a changing economic environment.

Materials and Methods

The study was conducted as a theoretical and analytical investigation, as it aimed to summarise contemporary approaches to interpretation of the role of leadership and creative management in shaping a sustainable business model for an enterprise. This structure corresponded to the content of the results, which combined an analysis of academic papers and analytical reports, a comparison of management approaches, and the construction of an integrative model of the influence of leadership and creative management on the sustainability of a business model. The research source base was compiled according to thematic, temporal and typological criteria. The analysis included scientific articles, systematic reviews, empirical studies, theoretical and conceptual works, and international analytical reports that addressed issues of leadership, creative management, business model innovation, organisational adaptability, dynamic capabilities, open innovation, digital transformation and business competitiveness. The main publication period covered 2020-2026, which addressed contemporary approaches to managing sustainable business models. To illustrate the theoretical propositions, the study utilised examples of business model transformations, specifically including Rozetka, Prom.ua and Nova Poshta as enterprises whose activities are linked to the digitalisation of business processes, the development of platform-based interaction, logistical optimisation, the expansion of communication channels with consumers and the renewal of the value proposition. These enterprises were not regarded as subjects of independent empirical case studies, but rather as illustrative examples of the practical application of business model adaptability, creative management and managerial coordination of change.

The method of theoretical analysis was used to clarify the meaning of the key concepts of the study: "sustainable business model", "sustainable leadership", "creative management", "dynamic capabilities", "organisational adaptability" and "enterprise competitiveness". The role of creative management was analysed by identifying its managerial functions within the structure of a sustainable business model: generating new ideas, updating the value proposition, restructuring business processes, developing partnerships, utilising external knowledge, and transforming innovative solutions into sources of competitive advantage. To explore the concept of sustainable leadership and its link to sustainable entrepreneurial behaviour, the systematic review by G.K. Ribeiro & J. Leitão (2024) was utilised. The study by M. Coffay *et al.* (2024) was used to explain the link between innovations in sustainable business models, dynamic capabilities and organisational design. To clarify the role

of dynamic capabilities in ensuring the organisational sustainability of small and medium-sized enterprises, the study by V. García-Valenzuela *et al.* (2024) was used. The impact of knowledge-oriented leadership on organisational sustainability in crisis conditions was analysed based on the study by N. Oo & S. Rakthin (2025). The role of open innovation in enhancing organisational adaptability and sustainable development of enterprises was examined in the work by K. Saemaldaher & O.L. Emeagwali (2025). The mechanism by which dynamic capabilities and leadership style influence the sustainability of a business model in an enterprise's interaction with users was clarified based on the study by H. Zhang *et al.* (2025).

A secondary analysis method was used to characterise the external management environment, which drives the need to update companies' business models. International reports were considered not as evidence of a direct impact of leadership on the business model, but as a source of data on factors relating to digital, human resources, innovation, macroeconomic and risk transformation. Indicators of the impact of artificial intelligence on business, changes in professional skills, skills gaps, macroeconomic and inflationary risks, cyber risks, shortages of workers with the required skills, geopolitical threats, the viability of current business models, innovation priorities and the innovation readiness of enterprises. To determine the impact of digitalisation, artificial intelligence and changes in professional skills, The Future of Jobs Report 2025 (World Economic Forum, 2025) was used. PwC's (2025) 28th Annual Global CEO Survey was used to characterise macroeconomic, inflationary, cyber, human resources and geopolitical risks. To analyse the gap between the priority of innovation and companies' actual readiness to implement it, analytical material from the Boston Consulting Group (2024) on the innovation readiness of enterprises was used. To assess the long-term factors of innovation performance, the Boston Consulting Group's (2025) analytical material on twenty years of innovation competition trends was utilised. The State of Organisations 2023 report (Guggenberger *et al.*, 2023) was used to characterise organisational shifts, management complexity and the need for leadership development.

A comparative analysis was used to compare six academic approaches to explaining the sustainability of a company's business model: the dynamic capabilities and organisational design approach, the innovation-oriented approach, the knowledge-oriented leadership approach, the open innovation interaction approach, the consumer-oriented approach, and the creative management approach. The dynamic capabilities and organisational design approach explain the sustainability of a business model through an enterprise's ability to reconfigure resources, processes and organisational structure in response to changes in the environment. The innovation-oriented approach focuses on an enterprise's ability to create new products, processes and ways of

generating value. The knowledge-oriented leadership approach views leadership as a factor in organisational learning, knowledge sharing and the promotion of innovative behaviour among employees. The open innovation approach links the sustainability of a business model to the incorporation of external knowledge, partnerships and engagement with stakeholders. The consumer-oriented approach explains business model renewal through user feedback, analysis of their needs and the incorporation of consumer experience into management decisions. The creative management approach defines business model sustainability through the generation, selection and implementation of new management, product, process and partnership solutions.

A systematisation method was used to group external factors influencing the development of a sustainable business model for the enterprise. As part of this method, data was summarised on digitalisation, the spread of artificial intelligence, changes in professional skills, skills gaps among employees, macroeconomic instability, inflationary risks, cyber threats, a shortage of skilled personnel, geopolitical conflicts, the need to redefine business models, the level of innovation priority, innovation readiness and the long-term innovation performance of companies. The systematised data was used to construct summary tables regarding the external factors of business model transformation, their managerial implications, and the impact of leadership and creative management on the components of a company's competitiveness.

Methods of synthesis and generalisation were employed to integrate the results of theoretical analysis, content analysis, secondary analysis of international reports, comparative analysis and systematisation. Synthesis combined provisions on leadership, creative management, dynamic capabilities, open innovative interaction, organisational adaptability and competitiveness into a single explanatory framework. The generalisation was used to formulate conclusions regarding how the combination of leadership and creative management factors ensures the renewal, adaptability and sustainability of an enterprise's business model. The method of conceptual modelling was applied to construct an integrative model of the influence of leadership and creative management on a sustainable business model. Within the model, leadership was viewed as a factor in strategic direction, knowledge development, resource coordination and support for organisational adaptability. Creative management was viewed as a mechanism for renewing the value proposition, processes, partnerships, innovative solutions and methods of creating competitive value. These methods were used to form a research logic: from the theoretical clarification of concepts and content analysis of academic sources – to a secondary analysis of analytical reports, the systematisation of factors in business model transformation, and the development of an integrated

model of the influence of leadership and creative management on the sustainability, adaptability and competitiveness of an enterprise.

Results and Discussion

A sustainable business model is shaped not only by changes in the product, technology or sales market, but also by the management system's ability to continually align the value proposition, resources, organisational structure, customer interactions and sources of economic performance. Within this approach, the resilience of a business model should be viewed as the result of managerial coordination between the company's strategic objectives and its ability to adapt internal processes in response to external challenges. If a business model lacks a mechanism for regularly reviewing resources, competencies, partnerships and value creation channels, it gradually loses its adaptability even in the presence of a competitive product or technological advantage. Therefore, leadership in this logic is not a separate management function, but a mechanism of strategic direction that determines the priorities for change, allocates responsibility, supports organisational learning and ensures the transition from a general idea of renewal to practical management decisions.

Three levels of leadership's impact on the sustainability of a business model can be identified. At the strategic level, leadership determines which external changes are critical for the organisation and require a review of the business model. At the organisational level, it ensures the alignment of resources, competencies, management structure and internal processes. At the operational level, leadership influences employees' ability to embrace change, participate in innovative decision-making, and apply knowledge to update products, services, or ways of interacting with consumers. It is the combination of these levels that can interpret leadership as the foundation of a business model's managerial adaptability. This approach is consistent with research in which sustainable leadership is viewed as a factor that supports responsible entrepreneurial practices, innovative solutions and the creation of economic and social value (Ribeiro & Leitão, 2024). This conclusion also aligns with the findings of N.M. Bocken & T.H. Geradts (2020), who established that innovations in sustainable business models within large corporations depend on organisational design and dynamic capabilities. The authors identified barriers and drivers of such innovations at the institutional, strategic and operational levels, which highlights the role of leadership as a factor in aligning external requirements, strategic decisions and day-to-day management practices. Therefore, sustainability of a business model is not determined solely by stated strategy but requires management decisions to be translated into organisational rules, procedures, the allocation of responsibilities and practices for the use of resources.

An analysis of the Ukrainian companies Rozetka, Prom.ua and Nova Poshta identified how leadership and creative management influence the transformation of business models in practice. In the case of Rozetka, the value proposition was expanded from the sale of individual product categories to a multi-category online hypermarket and marketplace model, combining a wide range of products, digital interaction with consumers and opportunities for external sellers. The role of creative management was evident in the shift in the management approach from traditional retail logic to a platform model, within which value is created not only through the sale of goods but also through the organisation of digital infrastructure, service interaction and the partnership-based participation of sellers. Adaptation to changes in the economic environment was achieved through the expansion of online sales channels, flexible updating of the product range and a focus on changing consumer behaviour in the context of digitalisation. The competitive advantages of this model were scalability, the breadth of the value proposition, the convenience of digital access for consumers, and the ability to respond quickly to changes in demand (Havran *et al.*, 2025).

In the case of Prom.ua, the value proposition includes the creation of a digital environment for interaction between sellers and buyers, which is relevant for small and medium-sized businesses. Creative management in this business model was demonstrated through the transition from individual online sales tools to a comprehensive marketplace infrastructure that combines product listing, customer communication, digital promotion and the organisation of business activities in the online environment. Adaptation to changes in the economic environment took place through support for businesses requiring a rapid entry into e-commerce, the lowering of barriers to access digital sales channels, and the expansion of opportunities for online sales. Through a combination of leadership coordination and creative management, Prom.ua has established competitive advantages in the form of network effects, a broad base of sellers, the availability of digital tools for business, and the ability to sustain entrepreneurial activity in changing market conditions (Havran *et al.*, 2025).

Nova Poshta's value proposition is based on fast, convenient and technologically supported delivery, combining a network of branches, parcel lockers, door-to-door delivery, digital tracking and international logistics services. Creative management was demonstrated by a shift in the management approach from a traditional logistics model to a service-digital model, in which competitive value is created through the automation of operations, route optimisation, the development of digital channels for customer interaction, and the continuous updating of the service offering. Adaptation to changes in the economic environment was achieved through the scaling of the logistics network, increased

service speed, the development of international operations, and the ability to maintain delivery continuity amid high market volatility. Competitive advantages included speed, operational flexibility, digital transparency of logistics processes, consumer trust, and the ability to combine physical infrastructure with digital services (Havran *et al.*, 2025).

The results of the content analysis of academic sources highlighted six recurring thematic categories that explain the managerial mechanism for developing a sustainable business model. The category of "knowledge-oriented leadership" was elaborated based on the study by M. Bashir & S. Pradhan (2023), where leadership is linked to the organisation of learning, knowledge sharing, absorptive capacity, and support for employees' innovative behaviour. The category "open innovation interaction" was specified based on the research by K. Saemaldaher & O.L. Emeagwali (2025), which emphasises the significance of external knowledge, partnerships and interaction with stakeholders for enhancing the enterprise's adaptability. The category "enterprise interaction with consumers" was substantiated in the study by H. Zhang *et al.* (2025), where user feedback is viewed as a source for updating the value proposition and developing the enterprise's dynamic capabilities. The category "dynamic capabilities" was elaborated based on the study by M. Coffay *et al.* (2024), in which the sustainability of a business model is linked to the enterprise's ability to reconfigure resources, competencies, processes and organisational design in response to changes in the environment. The category of "organisational adaptability" was refined based on a study by V. García-Valenzuela *et al.* (2024), where the adaptability of an enterprise is viewed as a prerequisite for maintaining organisational stability in a turbulent environment. The category of "innovative quality" was explored based on a study by N. Oo & S. Rakthin (2025), in which innovation is interpreted not merely as the generation of ideas, but as their translation into practical managerial, product and process solutions. A synthesis of these categories revealed that the sustainability of a business model is shaped not by a single factor, but by a combination of knowledge leadership, open innovation interaction, customer orientation, dynamic capabilities, organisational adaptability, innovative quality and creative managerial renewal.

To conduct a comparative analysis, academic approaches to explaining the sustainability of a business model were compared using a set of common criteria: the key factor of sustainability, the role of leadership, the significance of innovation and creative management, the mechanism of organisational adaptation, and the source of competitive advantages. This comparison avoids the need to summarise individual sources and highlights which managerial factors are most frequently associated with the development of a sustainable business model for an enterprise (Table 1)

Table 1. A comparison of academic approaches to explaining the sustainability of a company's business model

Key factor in the sustainability of a business model	Role of leadership	Role of innovation/ creative management	Adaptation mechanism	Competitive advantages	Nature of interaction with the external environment
Dynamic capabilities and organisational design	Leadership ensures the alignment of strategic decisions, resources and organisational structure	Innovations in a sustainable business model depend on a company's ability to adapt its organisational processes	Redesigning organisational structures, developing dynamic capabilities and overcoming internal barriers	Flexible management, rapid reallocation of resources, and the ability to maintain stability in the context of change	Active response to changes in the market, technology, regulatory requirements and the competitive environment
Organisation's capacity for innovation	Leadership creates the conditions for utilising resources and maintaining organisational resilience	Innovative capacity is one of the key factors in a company's sustainability	Adaptation through the development of innovative capabilities, the reallocation of resources and responding to changes in the environment	Development of new products, processes and solutions that strengthen the company's market position	Priority of technological change, new consumer needs and evolving market opportunities
Knowledge-driven leadership and the quality of innovation	Leadership facilitates training, knowledge sharing, the review of outdated approaches, and the promotion of innovative behaviour	Innovative quality facilitates the transition from knowledge to practical solutions	Adaptation through knowledge management, organisational learning and the rejection of outdated management assumptions	Improvement of the quality of management decisions, development of staff competencies, and enhancement of innovation performance	Selective incorporation of external knowledge, professional expertise, market information and feedback
Open innovation and organisational adaptability	Leadership sets the rules for drawing on external expertise and coordinating partnerships.	Open innovation broadens access to ideas, technologies, partnership solutions and external expertise.	Adaptation through the breadth and depth of open innovation collaboration and the integration of external knowledge	Expansion of innovative potential, reduction of reliance on internal resources, acceleration of business model renewal	Cooperation with partners, suppliers, customers, professional bodies and other stakeholders
The company's interaction with customers, its adaptability and leadership style	Leadership strengthens the connection between user engagement and the development of dynamic capabilities	Innovative improvements are formed through customer feedback	Adaptation through the constant alignment of management decisions with user needs	Improvement of alignment of value proposition with market needs, strengthening of customer loyalty	Constant feedback from customers, analysis of their needs, and incorporation of user experience into business model updates
Creative management as a factor in competitiveness and strategic change	Leadership ensures that creative solutions are aligned with the company's development objectives	Creative management supports generation, selection and implementation of new management, product and process solutions	Adaptation through the development of creative thinking, a culture of innovation, strategic change and practical overhaul of the business model	Development of non-standard solutions, strengthening the company's competitive edge, and creating new sources of value	Flexible engagement with the market, partners and consumers through the exploration of new product formats, services and business processes

Source: compiled based on V.V. Tomakh et al. (2023), M. Coffay et al. (2024), V.M. García-Valenzuela et al. (2024), N. Oo & S. Rakthin (2025), K. Saemaldaher & O.L. Emeagwali (2025), H. Zhang et al. (2025)

A comparison of these approaches shows that the sustainability of a company's business model is not determined by a single factor, but rather by a combination of dynamic capabilities, knowledge-oriented leadership, open innovation collaboration, customer focus and creative management. Common to the analysed approaches is the perception of a sustainable business model as a system capable not only of responding to external changes, but also of transforming knowledge,

innovation, partnerships and management decisions into sources of competitive advantage.

The external environment is highlighting the importance of precisely this type of leadership. According to the World Economic Forum (2025), by 2030 digital access, artificial intelligence, automation, rising living costs, economic slowdown, climate adaptation and geo-economic fragmentation will transform the structure of employment, professional skills and

business processes. The same report notes that 39% of existing employee skills will change or become obsolete between 2025 and 2030, whilst 63% of employers identify the skills gap as the main barrier to

business transformation. Table 2 summarises the external factors that drive the need for sustainable business models and are reshaping the role of leadership in business management.

Table 2. External factors influencing the transformation of business models and the managerial implications for organisation

External factor	Confirmed figure/trend	Management implications for business model
Digitalisation and spread of artificial intelligence	86% of employers expect artificial intelligence and data processing to transform business by 2030	Requirement to review processes, staff competencies, and methods of creating and delivering value
Changes in staff skills	39% of skills will change or become obsolete between 2025 and 2030	Strengthening the role of leaders in training, upskilling and knowledge management
Skills gap	63% of employers identify it as the main barrier to transformation	Business model requires a built-in mechanism for developing human capital
Macroeconomic instability	29% of company executives in a global PwC survey cite it as a threat of significant financial losses	Scenario planning, flexible cost management and a review of revenue streams are required
Inflation	27% of managers identify inflation as a threat of financial loss	Relevance of price flexibility, operational efficiency and review of supply chains is growing
Cyber risks	24% of executives identify cyber risks as a threat	Robust business model incorporates digital security as a key component of operational continuity
Shortage of staff with necessary skills	23% of managers identify this factor as a threat	Competitiveness depends on staff development and knowledge acquisition
Geopolitical conflicts	22% of managers regard this factor as a threat	Businesses need to diversify their markets, suppliers and partnerships
Technological market disruptions	20% of managers identify this factor as a threat	Leadership must ensure that products, services and processes are updated promptly
Requirement to redefine business models	42% of executives believe that the company will not be viable for more than 10 years unless it changes its current course	Sustainability of a business model is directly linked to management's ability to adapt

Source: generalised based on World Economic Forum (2025) and PwC (2025)

The indicators presented in Table 2 do not directly measure the impact of leadership on business performance; however, they highlight the conditions under which strategic leadership, organisational learning, competence development, business process adaptation and creative change management become increasingly relevant. The results indicate that the sustainability of a business model is formed as a managerial attribute rather than a one-off strategic change. Whilst a traditional business model focuses primarily on generating current profits, a sustainable business model encompasses the ability to review the resource base, update competencies, maintain consumer trust, ensure operational continuity, and adapt to technological and market changes. In such a structure, leadership serves to integrate strategic vision, organisational culture, knowledge and change management practices. A comparison of the results obtained with the approach of K. Manninen *et al.* (2023) shows that a sustainable business model should be viewed as a mechanism for creating long-term value, combining economic, social, environmental and managerial outcomes. The authors identified five elements of sustainable value creation: forms of value, stakeholders, the temporal dimension, the spatial dimension, as well as tensions and conflicts arising in the process of reconciling the various objectives of the business model.

Creative management in the development of a sustainable business model serves a structural rather than a decorative function. It consists of an organisation's ability to create new combinations of resources, knowledge, technologies, partnerships and channels of interaction with consumers. In this context, managerial creativity manifests itself not only in the generation of ideas, but in the transformation of ideas into replicable management decisions that change the way value is created, delivered and received. Research into innovation resilience confirms that companies with a greater capacity for systematic innovation demonstrate a better ability to respond to crises. A report by the Boston Consulting Group (2025) summarised the results of a twenty-year analysis of the ranking of the 50 most innovative companies for the period 2005-2023. Companies that consistently maintained high positions in innovation rankings had higher total shareholder returns and, on average, outperformed the broader market by 2.4 percentage points each year. The report also notes that between 2005 and 2023, 178 unique companies appeared in the BCG rankings, but only 14% of them were "serial innovators", meaning they appeared in the ranking ten or more times. The companies that appeared most frequently in the BCG rankings during this period include Google, IBM, Samsung, Amazon, Apple and Microsoft. This suggests that innovative resilience is determined

not only by the level of expenditure on research and development, but also by a company's ability to invest systematically in digital capabilities, managerial competencies, decision-making speed and the commercialisation of new solutions.

Creative management ensures the sustainability of a business model through three interrelated areas. The first area involves updating the value proposition, whereby a company adapts its product or service to new consumer needs, changes in purchasing power, digital channels, and demands for environmental or social responsibility. The second area involves the restructuring of internal processes, specifically the reduction of redundant operations, the use of digital tools, the acceleration of decision-making, and the minimisation of resource wastage. The third area concerns the development of partnership models, in which the company utilises the expertise of suppliers, consumers, research institutions, professional communities, and digital platforms. This finding is substantiated by the conclusions of L.C. Comin *et al.* (2020), who established that sustainable business models rely on the direct participation of stakeholders, particularly users, in the creation of sustainable value. In the practices analysed by the authors, the sustainability of business models was linked to technological solutions, clean energy, the efficient use of materials and energy, repair and maintenance rather than planned obsolescence, the reuse of waste, service formats and networked collaboration. Consequently, within the scope of the topic under investigation, creative management should be interpreted as a system of managerial actions aimed not only at generating new ideas, but also at changing the way users, resources, technologies and partners are engaged in the value creation process.

The relevance of creative management is particularly evident in situations where innovation is recognised as a priority, but organisational readiness to implement it remains limited. According to BCG, 83% of executives identify innovation as one of their companies' top three priorities, yet only 3% of firms will meet the innovation readiness benchmark by 2024; over half of executives cite an unclear strategy as one of the top three challenges for innovation teams (Boston Consulting Group, 2024). These figures highlight a management gap between the declared priority of innovation and the actual organisational readiness to implement innovations. This gap shows that creativity and the presence

of new ideas do not ensure the sustainability of a business model if they are not linked to strategy, resource allocation, the distribution of responsibilities, performance indicators, and the company's ability to consistently implement changes. This is precisely why creative management in a sustainable business model acts as a transformer: it translates non-standard solutions from the level of proposals to the level of organisational practices. This conclusion is consistent with the findings of M.P. Pieroni *et al.* (2019), who, based on a systematic review, identified 94 publications and 92 approaches to business model innovation for the circular economy and sustainability. The authors identified the fragmented nature of existing approaches and a lack of comprehensive solutions covering several stages of the innovation process. This clarifies the conclusion reached: creative management should not be limited to the initial generation of ideas, but should ensure a seamless transition from identifying opportunities to designing, implementing, evaluating and refining changes to the business model.

By synthesising contemporary approaches, an integrated model of the impact of leadership and creative management on the sustainability of a business model has been developed. Its essence lies in the fact that leadership sets the strategic direction and ensures managerial coherence, whilst creative management develops tools for updating processes, products, organisational structure and interaction with the external environment. A sustainable business model emerges at the intersection of these two components. In the academic literature, this link is confirmed through the concept of an organisation's dynamic capabilities. M. Coffay *et al.* (2024) demonstrated the interrelationship between innovations in sustainable business models, dynamic capabilities and organisational structure. The study emphasised that barriers and drivers at the organisational level can both facilitate and hinder the development of dynamic capabilities for the continuous renewal of the business model. Table 3 combines the results of theoretical analysis, a comparison of scientific approaches and a systematisation of managerial factors. In the model, leadership is viewed as a framework for strategic direction and coordination of change, whilst creative management is viewed as a framework for the practical renewal of products, processes, partnerships and value creation methods.

Table 3. Integrative model of the impact of leadership and creative management on a sustainable business model

Influence component	Management contents	Changed business model element	Sustainability result
Strategic leadership	Establishment of direction of development, priorities and acceptable levels of risk	Value proposition, target markets, revenue streams	Business model is set to undergo a revamp
Knowledge-based leadership	Promotion of knowledge sharing, training, upskilling and analytical decision-making	Staff competencies, knowledge management, organisational memory	Company identifies changes more quickly and responds to them

Table 3, Continued

Influence component	Management contents	Changed business model element	Sustainability result
Creative management	Generation, selection and implementation of creative management, product and process solutions; fostering a culture of innovation and strategic change	Products, services, processes, distribution channels, organisational practices	Company is creating new value propositions and improving adaptability of its business model.
Open innovation collaboration	Incorporation of external expertise from customers, partners, suppliers, and academic and professional communities	Partnership network, innovation process, value chain	Business model reduces dependence on internal resource constraints
Organisational adaptability	Flexible reallocation of resources, changes in roles, and process reorganisation	Organisational structure, operating model, costs	Company maintains functionality despite the changes
Competitiveness management	Balancing innovation, costs, quality, responsiveness and customer value	Market position, customer relations, performance indicators	Business model maintains a competitive position

Source: compiled based on V.V. Tomakh *et al.* (2023), V. Levytskyi (2024), G.K. Ribeiro & J. Leitão (2024), M. Coffay *et al.* (2024), H. Zhang *et al.* (2025), K. Saemaldaher & O.L. Emeagwali (2025), N. Oo & S. Rakthin (2025)

The model developed shows that the sustainability of a business model depends on a sequence of managerial actions. At the first level, leadership provides a strategic vision and determines which changes in the external environment are significant for the organisation. At the second level, creative management ensures the development of alternative solutions regarding products, processes, partnerships and resources. At the third level, organisational adaptability puts these solutions into practice. At the fourth level, competitiveness is manifested through the enterprise's ability to maintain or strengthen its market position without losing operational stability. The resulting integration model can be refined using the findings of F. Cosenz *et al.* (2020), who proposed dynamic business modelling for sustainability based on a combination of an adapted sustainable business model canvas and system dynamics. The authors demonstrated that environmental, social and economic factors of value creation should be considered as a cause-and-effect structure of feedback loops. Within the scope of this article, this approach confirms that leadership and creative management shape a sustainable business model not linearly, but through the interaction of strategic decisions, resource constraints, consumer demand, organisational competencies and the outcomes of competitive behaviour. Data from H. Zhang *et al.* (2025) clarify this mechanism through the interaction between the enterprise and consumers. The authors established that more frequent interaction between a firm and its users is associated with greater business model sustainability, and that dynamic capabilities act as a mediator between this interaction and sustainability. Furthermore, knowledge-oriented leadership strengthens the link between user interaction and dynamic capabilities. This finding demonstrates that a resilient business model is shaped not only by internal managerial will, but also by the constant alignment of managerial decisions with consumer needs. Leadership ensures the ability to hear external signals, whilst creative management transforms these signals into a new configuration of value.

The adaptability of a business model depends on the quality of the knowledge utilised in management. Knowledge-oriented leadership ensures not only the accumulation of information, but also its transformation into management decisions. A study by N. Oo & S. Rakthin (2025), based on data from 213 small and medium-sized enterprises in Thailand, shows that knowledge-oriented leadership influences enterprises' ability to overcome crises and adapt, whilst the quality of innovation is a mediating element in shaping the ability to anticipate. The importance of organisational "unlearning" – that is, discarding outdated knowledge – to enhance adaptability is also emphasised. For sustainable business models, this means that the accumulation of experience does not always ensure competitiveness. If knowledge is not reviewed, a firm may replicate outdated solutions that do not correspond to new market conditions. Therefore, an effective business model requires not only learning but also a mechanism for regularly reviewing managerial assumptions, technological solutions, consumer segments and revenue streams. Research by V. García-Valenzuela *et al.* (2024), using the example of small and medium-sized commercial enterprises in Mexico, confirms that dynamic capabilities have a positive impact on organisational resilience, and that innovative capacity proves to be the most influential factor among the capabilities analysed. This can define creative management as a practical manifestation of an enterprise's dynamic capabilities, aimed at updating the business model in a turbulent environment.

Within the framework of a sustainable business model, knowledge fulfils three functions. The first function is diagnostic: knowledge identifies changes in the environment before they escalate into a crisis. The second function is design-oriented: knowledge is used to create new solutions in products, services, processes and partnerships. The third function is corrective: knowledge can be used to revise decisions following feedback from consumers, employees, partners and the market (Pavlenchyk *et al.*, 2023). The findings also show that creative

management becomes more effective when a company is not limited to internal sources of ideas. Open innovation collaboration broadens access to knowledge, technologies, consumer experience and partner solutions. K. Saemaldaher & O.L. Emeagwali (2025) argue that the depth of open innovation interaction directly influences organisational resilience, whilst the breadth of such interaction influences resilience through organisational adaptability. The study also established that both components of open innovation interaction influence indicators of sustainable development in enterprises.

This finding highlights the role of creative management: it is not only responsible for internal idea generation, but also for managing the flow of external knowledge. A company establishes a sustainable business model when it can combine internal resources with external expertise. Such competencies include partners' technological solutions, consumer behavioural data, the expert knowledge of professional communities, suppliers' experience and practices within the competitive environment. At the same time, open innovative collaboration does not automatically ensure sustainability. Its outcome depends on whether the organisation can integrate external knowledge into internal processes. Therefore, the role of leadership lies in establishing the rules for such integration: defining partnership goals, allocating responsibilities, protecting data, evaluating results, and preventing the dispersion of resources. Without this, external ideas may remain unsystematised and fail to transform the business model. Thus, a company's competitiveness in an unstable economic environment is shaped by a combination of three outcomes: the adaptability of the business model, the efficiency of resource management, and the ability to create distinctive consumer value. Leadership ensures the strategic alignment

of these outcomes, whilst creative management develops the tools to achieve them. P. Guggenberger *et al.* (2023) note in their report on the state of organisations that businesses are simultaneously facing economic volatility, geopolitical instability, technological change and organisational challenges. According to the survey results, 50% of executives consider their organisations to be well-prepared to anticipate and respond to external shocks, whilst around 67% of executives assess their organisations as overly complex and inefficient. In this context, the need to develop talent and invest in leadership capable of driving the organisation forward is emphasised.

Competitiveness, therefore, is not simply a matter of price, quality or productivity taken in isolation. It arises from a company's managerial ability to ensure alignment between its strategy, people, processes, innovation and market offering. If the business model is not updated, the company loses its ability to respond to changes in consumer needs, technological standards and the cost of resources. If, however, the update takes place without leadership coordination, there is a risk of management efforts becoming fragmented (Table 4). The practical implications of this finding are evident in the study by M. Breier *et al.* (2021), who analysed six hospitality businesses in Austria during the COVID-19 crisis. The authors found that business model innovations were implemented during and after the crisis to generate new revenue streams and maintain liquidity, whilst regular customers served as a psychological and financial support for the enterprises. This finding substantiates the proposition regarding business model resilience: in crisis conditions, competitiveness is sustained not by a general readiness for change, but by the ability to rapidly restructure revenue streams, channels of interaction with consumers, and methods of maintaining cash flow.

Table 4. The impact of leadership and creative management on the components of a company's competitiveness

Key factor in competitiveness	Role of leadership	Role of creative management	Expected result for business model
Adaptability	Defines the strategic priorities for change	Offers alternative solutions for products, processes and communication channels	Business model responds more quickly to changes in the environment
Operational performance	Aligns resources, responsibilities and objectives	Streamlines unnecessary processes and modernises working methods	Corporate resource vulnerability is decreasing
Innovativeness	Supports a culture of knowledge and decision-making	Turns ideas into products, services or management practices	Creates new sources of value
Customer emphasis	Highlights strategic significance of feedback	Uses customer data to update its offering	Product or service is being better tailored to market needs
Resilience to risks	Defines response scenarios and acceptable risk limits	Develops flexible options for organising processes	Company ensures business continuity
Long-term value	Combines economic, social, human resources and technological objectives	Creates new ways of engaging with partners and the market	Business model retains its potential for growth

Source: generalised based on T. Clauß *et al.* (2021), P. Guggenberger *et al.* (2023), K. Manninen *et al.* (2023), K. Saemaldaher & O.L. Emeagwali (2025)

A synthesis of the findings provides grounds for defining a sustainable business model as one possessing

five characteristics: the capacity for strategic renewal, the presence of a knowledge development mechanism,

openness to external innovation partnerships, organisational adaptability, and a link between innovation and competitive performance. Leadership ensures the direction of these characteristics, whilst creative management ensures their practical implementation. This conclusion is supported by the empirical findings of T. Clauß *et al.* (2021), who, based on data from 432 German companies in the electronics industry, established a positive link between strategic flexibility and business model innovation. The authors also showed that this relationship is strengthened under conditions of

environmental turbulence, and that value proposition innovation and value creation are positively associated with firm performance. At the same time, value-capturing innovations were negatively correlated with performance, indicating the need for careful managerial alignment of new revenue mechanisms with consumer expectations and the company's capabilities. Based on the findings, a framework for developing a sustainable business model has been formulated, reflecting the interrelationship between leadership, innovation, knowledge, adaptability and competitive dimensions (Fig. 1).

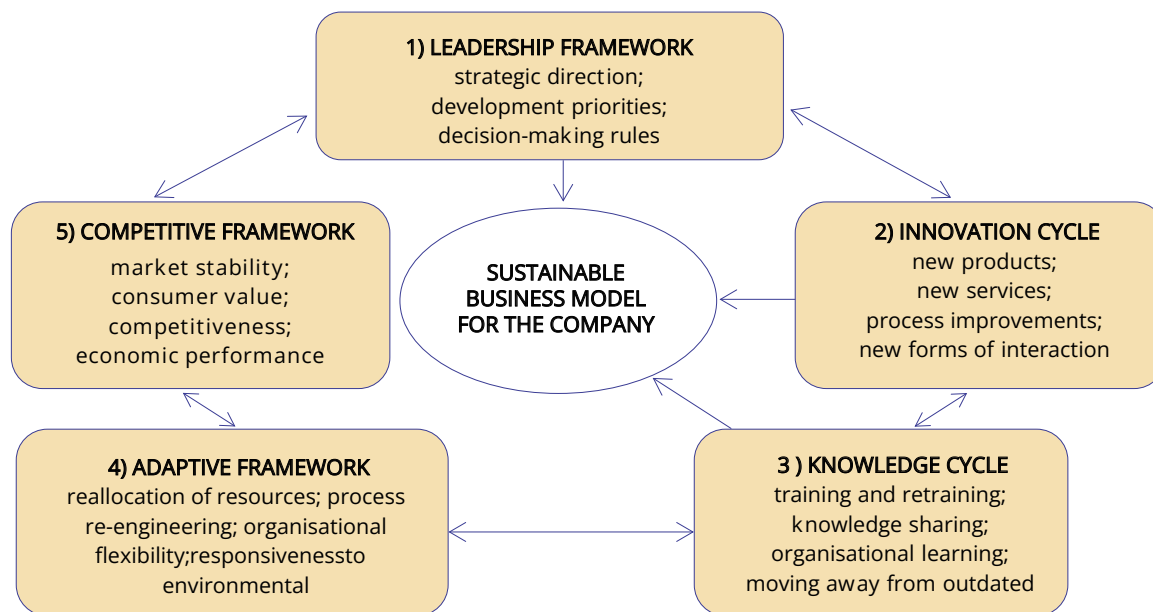


Figure 1. Framework for developing a sustainable business model for an enterprise

Source: compiled based on T. Clauß *et al.* (2021), V.V. Tomakh *et al.* (2023), V. Levytskyi (2024), G.K. Ribeiro & J. Leitão (2024), M. Coffay *et al.* (2024), H. Zhang *et al.* (2025), K. Saemaldaher & O.L. Emeagwali (2025), N. Oo & S. Rakthin (2025)

The significance of this framework is determined by the fact that it combines leadership and creative management not as separate managerial phenomena, but as complementary factors in the sustainability of a business model. Leadership without creative management sets a strategic direction, but does not always provide a sufficient number of practical solutions for innovation. Creative management without leadership generates ideas, but does not guarantee their alignment with the company's strategy, resources and competitive position. The combination of the two components shapes a company's ability to adapt in a changing economic environment. Further clarification of this framework is provided by the findings of M. Geissdoerfer *et al.* (2020), who systematised the concepts of the circular business model and circular business model innovation. The authors identified four strategies for circular business models – closing, slowing down, intensifying and dematerialising resource flows – and demonstrated that these strategies influence the value proposition, the creation and delivery of value, and the capture of value. Within the scope

of the research topic, this implies that a sustainable business model must encompass not only managerial adaptability but also a concrete restructuring of resource flows, operational processes, and methods of generating economic outcomes. Thus, the results demonstrate that leadership shapes the managerial foundation of a sustainable business model through strategic direction, knowledge development, support for change and resource coordination. Creative management ensures a substantive renewal of the business model through new solutions, open and innovative collaboration, process flexibility, and the transformation of external changes into sources of competitive advantage. In this context, a sustainable business model is not a static framework for a company's operations, but a constantly evolving management system capable of maintaining economic performance, adaptability and competitiveness.

Conclusions

The study found that leadership and creative management form distinct yet complementary dimensions of a

sustainable business model. Leadership provides the strategic, coordination and knowledge dimensions, as it determines the direction of development, coordinates resources, supports organisational change, the development of competencies and the making of management decisions in line with the enterprise's long-term goals. Creative management forms the innovation and application dimension of the business model, linked to the renewal of the value proposition, business processes, partnerships, channels of interaction with consumers, and methods of creating competitive advantages.

A sustainable business model should be viewed as a dynamic management system in which strategic direction, knowledge management, innovation, organisational adaptability and competitive performance interact with one another. Under this approach, leadership sets the logic of change and ensures its coherence, whilst creative management transforms new ideas, external signals and internal resources into practical management, product and process decisions. The quantitative indicators examined in the study confirmed not a direct impact of leadership and creative management on enterprise performance, but the presence of external conditions that heighten the need for business model renewal. In particular, the transformative

impact of artificial intelligence, changes in professional skills, a skills gap and managers' doubts regarding the long-term viability of current business models point to the need for the development of leadership, organisational learning, adaptation and creative management. A limitation of the study is its theoretical and analytical nature, as the conclusions are based on the generalisation of scientific approaches and secondary analysis of international reports, rather than on empirical measurement of a specific enterprise's activities. Further research should conduct an empirical verification of the proposed model in specific sectors, a comparison of enterprises of different sizes, and quantification of the impact of leadership practices and creative management on financial performance, innovation activity and market resilience.

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Conflict of Interest

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Роль лідерства та креативного менеджменту у формуванні стійких бізнес-моделей

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Анотація. Метою роботи було обґрунтувати управлінський механізм поєднання лідерства та креативного менеджменту в процесі оновлення бізнес-моделі підприємства, а також визначити, як ці чинники сприяють її адаптивності, інноваційності та конкурентоспроможності в умовах змінного економічного середовища. Дослідження було виконано як теоретико-аналітичне із застосуванням методів контент-аналізу наукових джерел, порівняльного аналізу, вторинного аналізу міжнародних аналітичних звітів, систематизації, синтезу, узагальнення та концептуального моделювання. На прикладі українських підприємств Rozetka, Prom.ua та «Nova Poshta» було показано, що оновлення стійких бізнес-моделей реалізується через платформізацію торгівлі, розвиток цифрової інфраструктури для малого й середнього бізнесу, логістичну оптимізацію, автоматизоване відстеження та розширення каналів взаємодії зі споживачами. Було встановлено, що лідерство формувало стратегічний контур стійкої бізнес-моделі через визначення напрямку розвитку, координацію ресурсів, підтримку змін, управління знаннями та розвиток організаційної здатності до оновлення. Креативний менеджмент було визначено як механізм практичного оновлення ціннісної пропозиції, бізнес-процесів, партнерських зв'язків, каналів взаємодії зі споживачами та джерел створення цінності. Було виявлено, що стійка бізнес-модель формується не як статична схема діяльності підприємства, а як управлінська система, що поєднує лідерський, інноваційний, знаннєвий, адаптаційний і конкурентний контури. У дослідженні було враховано, що 86 % роботодавців очікують трансформаційного впливу штучного інтелекту й оброблення інформації на бізнес, 39 % наявних навичок змінюються або втрачають актуальність, а 63 % роботодавців визначають розрив у навичках як головний бар'єр трансформації. Також було показано, що 42 % керівників вважають поточну модель компанії нежиттєздатною в довгостроковій перспективі без зміни курсу, що підтвердило необхідність управлінського оновлення бізнес-моделей. Результати можуть бути використані керівниками підприємств, менеджерами з розвитку, фахівцями зі стратегічного управління та власниками бізнесу для перегляду бізнес-моделі, посилення управлінської адаптивності та підвищення конкурентоспроможності підприємства.

Ключові слова: організаційна адаптивність; конкурентоспроможність підприємств; динамічні здібності; відкриті інновації; управлінські рішення