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**ТРАНСФОРМАЦІЯ
СОЦІОРІЄНТОВАНОГО БІЗНЕСУ У
ВОЄННИЙ ЧАС**

Анотація: Нині тисячі підприємств трансформувалися в іншу бізнес-модель – соціальне підприємство. Вони займаються соціальним підприємництвом, поєднуючи бізнес і допомогу суспільству. Результати впливу війни на діяльність окремих підприємств представлені в таблицях. Щоб економіка працювала ефективно, ця тенденція має продовжуватися і після війни.

Ключові слова: соціальне підприємство, трансформація бізнесу, бізнес у воєнний час.

**TRANSFORMATION OF BUSINESS
INTO SOCIAL ENTERPRISE DURING
THE WARTIME**

Summary: Nowadays, thousands of enterprises got a transformation into another business model – social enterprise. They engage in social entrepreneurship, combining business and helping society. The results of the impact of the war on the activities of some enterprises are presented in the tables. For the economy to function effectively, this trend must continue after the War.

Keywords: social enterprise, business transformation, business at the Wartime.

Nowadays, business in Ukraine has many trials on its way: Covid-19 and now war. After such trials, it would seem impossible to hold on to the economic environment. However, businesses show a new reality, recreating its ecosystem and accepting the transformation. According to the Wartime, the economy climate in Ukraine is in crisis. On the other hand, an ecosystem of business started to work better than before. The ecosystem is a whole structure of elements, that complete one big process and help to function fully. The ecosystem of social enterprise includes customers, resources, partnership cooperation, products, networking, media channels, solving social problems, helping people, etc. The aim of our work is providing an analysis of the business transformation that switched to social entrepreneurship during Wartime, also characterizes newly created social enterprises.

The hypothesis of our work, regarding the Wartime in Ukraine, observes the mass transformation of the business into social enterprises.

At the beginning of a full-scale war in Ukraine, there are a lot of businesses that wanted to help society. It is human nature to help others. Especially in the conditions of war, this nature can reveal itself as much as possible. We want to help others as much as we can, and sometimes even more. In times of war, socially important initiatives reach another level, mobilizing a huge resource. Social entrepreneurship is a business that, if successful, will work as a coordinated mechanism and generate a resource. Social enterprises have limited resources. That is, why they do not have enough funds for advertising, which they can use to attract a larger customer base. But in the era of engaging digitalization, this is not a problem. Nowadays, we all have information about updates, deals, and volunteers we can find on social media. Since

many social enterprises have limited resources, they use free social media for external communications. They began to use social networks such as Instagram, Facebook, and Telegram with high efficiency. In social networks, they talk about their products, services, news and reports, find partnerships and attract people [1;3].

To prove our hypothesis regarding the mass transformation of the business into social enterprises during the war, we analyzed social media and prepared the main results in the table below «Enterprises during the war» [Table 1] [2;3;4].

Table 1. The results of the impact of the war on the activities of some enterprises

Name	Activities before War	Activities during the War	Distribution of income or donations
Gastro Family	More than 80 restaurants, which cooked different types of food	1.Free food for people, who suffered during the War 2.Delivered food to various units of hospitals, territorial defence and the army. Cooking vacuum lunches to the military front. 43 386 lunches were cooked from February, until March in the Kyiv region. More than 100 000 dishes. As a result more than 3000 portions per day. 3.Organized the work of two full-fledged kitchens to meet the needs of volunteers, 100% of their capacities. 7 volunteers kitchen working today, the average amount of chiefs in the 1 kitchen is 55 people. 4.Used empty bottles to develop a new cocktail “White pour. 2022 limited Edition” - a kind of molotov cocktail.	Opened different currency accounts for fundraising money from abroad in Euro, dollars, PayPal or even cryptocurrency. This money for supports their work and volunteer work.
Kosatkacafe	Restaurant with food for everyone. Events for allocated money for their business	1.Everyday they cook a hot meals for about 900 people. Some people who started work here have never been in gastronomy before. But War combines all people for fighting. 2. From May they are open restaurants and continue cooking for military aims at the Jacuzzi Kyiv. 44954 people received lunches, during spring and 2 summer months. 534 – daily shifts they spent together. 66362,87 UAH transfer to our Army.	Events, which transfer 30% of the sale to the Volunteers hub in Kyiv. Special dishes, according to the sales of which. They are transfered 100%, 50% and 30% to the Ukrainian army.
Lviv croissants	Delicious croissants for everyone, organize some charity actions to support kids, which need operations. Short-term action.	1.Free coffee, tea and croissants for volunteers, military, police, territorial defence and national guard. 2. One of the cafes in Lviv, visited by Angelina Jolie, during the day allocated an amount of 50809 UAH, which was a transfer for medical support in the Okmatdyt, Lviv region, for children, who suffered from War.	Every month they transfer more than 70 thousand UAH to Okmatdyt in the Lviv region.

We would like to analyze two more powerful social enterprises in Ukraine and check their transformation influenced by War. The main results we prepare in the table below «Social enterprises during the war» [Table 2] [4;5]. The conducted analysis of these transformations proves the opinion that business has moved to another mode of behaviour – social entrepreneurship. Also, an ecosystem of these enterprises started work so productivity. A lot of new cooperation help to reach the most important goal

– helping people to survive. Enterprises opened donated, help people, who were affected by War and supported people who work for our victory.

After the start of the war, we also have newly created social enterprises. Some young activists became an entrepreneur and set up their own businesses. The best example is Pwork.ua - pidopryhora.coworking, in Kyiv, a social enterprise that raises money for the Armed Forces of Ukraine and the Kyiv Humanitarian Headquarters. This social enterprise started its work in April 2022. 40% of the profit goes on humanitarian aid for the Ukraine Army [6].

During the summer, more than 10,000 hryvnias were collected for the humanitarian headquarters and first aid training was conducted for more than 40 people. The co-working space conducts training and organize discussions and events.

Table 2. The results of the impact of the war on the activities of some Social enterprises

Name	Activities before War	Activities during the War
Laska store	A social enterprise, which gives your things a second life. They have been sorting things for 11 years, and 85% transfer to humanitarian aid – orphanages, social-type homes, centres for people with disabilities, boarding schools and homes for people of retirement age. 15% of sales goes to support their business. Donated to charity – 1317448 hryvnias. Clothes were donated to charity funds – 594058.3 kilograms.	They changed their target audience. War in Ukraine inevitably affected every life. They prepare an application forms for people, who need to receive humanitarian aid. They opened a donation platform to collect money for preparing food for those, who need it in Kyiv (in cooperation with Kosatka cafe) Below we calculated all reports from February until September. 43 555 kg clothes were handed over to charitable foundations and mostly those who need it, affected by War. 56 000 UAH – transferred to the Armed Forces needs 30 000 UAH- provided to the territorial defence. 56 540 UAH – collected to prepare dinners at Kosatka café for those who especially need it now. 397 kg – transferred for disposal to “No waste Ukraine” 2 500 – sent to Mykolaiv Zoo. 50 big bags were sent to a shelter for internally displaces persons in the Obolon district and the Kyiv City Center for Social and Psychological Assistance. Handed over clothes for needs in Donetsk. 174 families received humanitarian support. These families, were able to evacuate from Bucha, Izyum, Luhansk, Donetsk, Mariupol and others. Also, more than 4650 people received clothes in other cities in Ukraine (Dnipro, Zaporizhya, Kharkiv) 59795,9 kg clothing was accepted and sorted. Also, they provide materials for weaving camouflage nets for the Armed Forces.
Good bread from Good people	A social enterprise, which gives a working place for people with mental disabilities. Organized fundraising companies to supporting their work (for renting kitchens, salary and another cost)	Currently, they are not fulfilling orders. Now they are bake bread and cupcakes, which give free through volunteers to those who need it (territorial defence, police, hospitals, pensioners) Every day they baked 400-800 pieces of various bakery products. They opened a donation system to support their work.

Another example is the establishment "Others" in Lviv, opened by restaurateur Yevhen Klopotenko. Social entrepreneurship provides free meals to those who cannot pay for food. This social value is created at the expense of those who are willing to

pay, as well as at the expense of charitable contributions. In addition, the restaurant created jobs for internally displaced persons, which is also part of the criteria for social entrepreneurship. In conclusion, today thousands of enterprises got a transformation into another business model – social enterprise. Some of them transfer a percentage of their profits to support the Ukrainian army, humanitarian projects or other social initiatives, and some of them cooked free food to support people. They engage in social entrepreneurship, combining business and helping society. For the economy to function effectively, this trend must continue after the War. After all, social enterprises are about the development of the country, solving social problems and supporting society.

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ЦІННІСТНІ ТРАНСФОРМАЦІЇ БІЗНЕСУ У ВОЄННИЙ ЧАС

Анотація Війна, як глибока криза, сприяє зміні цінностей. Дана трансформація впливає не лише на суспільство в цілому, а й на діяльність бізнес-організацій, що потребує детального дослідження.

VALUABLE BUSINESS TRANSFORMATIONS IN WARTIME

Summary War, as a deep crisis, promotes a change in values. This transformation affects not only society as a whole, but also the activities of business organizations, which requires detailed research.