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# **EUROPEAN CONGRESS OF SCIENTIFIC DISCOVERY**

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# ECONOMIC SCIENCES

## METHODOLOGICAL APPROACHES TO MANAGING THE DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP

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**Introductions.** Social entrepreneurship is gaining increasing importance in the modern world due to its ability to solve social and environmental problems in combination with economic efficiency. This topic is gaining particular importance due to the intensification of global challenges, such as economic crises, social inequality, and the need to implement sustainable development. Developing social entrepreneurship strategies for small and medium-sized enterprises requires taking into account the specifics of this form of business, in particular its focus on achieving social goals along with financial ones. Effective creation of such strategies is based on a systemic approach and the use of a number of methods that allow integrating social goals into the overall business model.

**Aim.** Identify and justify effective methods for developing social entrepreneurship strategies aimed at ensuring sustainable development, solving social problems, and increasing the competitiveness of social enterprises in modern conditions.

**Materials and methods.** To study the methods of developing social entrepreneurship strategies, comprehensive approaches are used, combining qualitative and quantitative methods, as well as theoretical and empirical research: analysis of literature and existing research in the field of social entrepreneurship to

identify key concepts, principles and models; comparative analysis of successful social enterprise strategies in different countries; consultations with experts in the field of social entrepreneurship to test hypotheses and refine strategic recommendations.

**Results and discussion.** Creating strategies for social entrepreneurship in the small and medium-sized business segment requires taking into account the specifics of this business model, which combines the achievement of social results with financial stability. To ensure the effectiveness of such strategies, it is necessary to apply a systematic approach and a set of methods that contribute to the harmonious implementation of social goals into the overall business structure (see Fig. 1) [1].

Analytical methods provide an assessment of internal and external factors that affect the activities of SMEs, as well as the identification of key social problems that can be solved by the enterprise. SWOT analysis is an effective strategic planning method that allows you to assess internal and external factors that affect the development of social entrepreneurship. It involves the analysis of four key components: strengths, weaknesses, opportunities and threats.

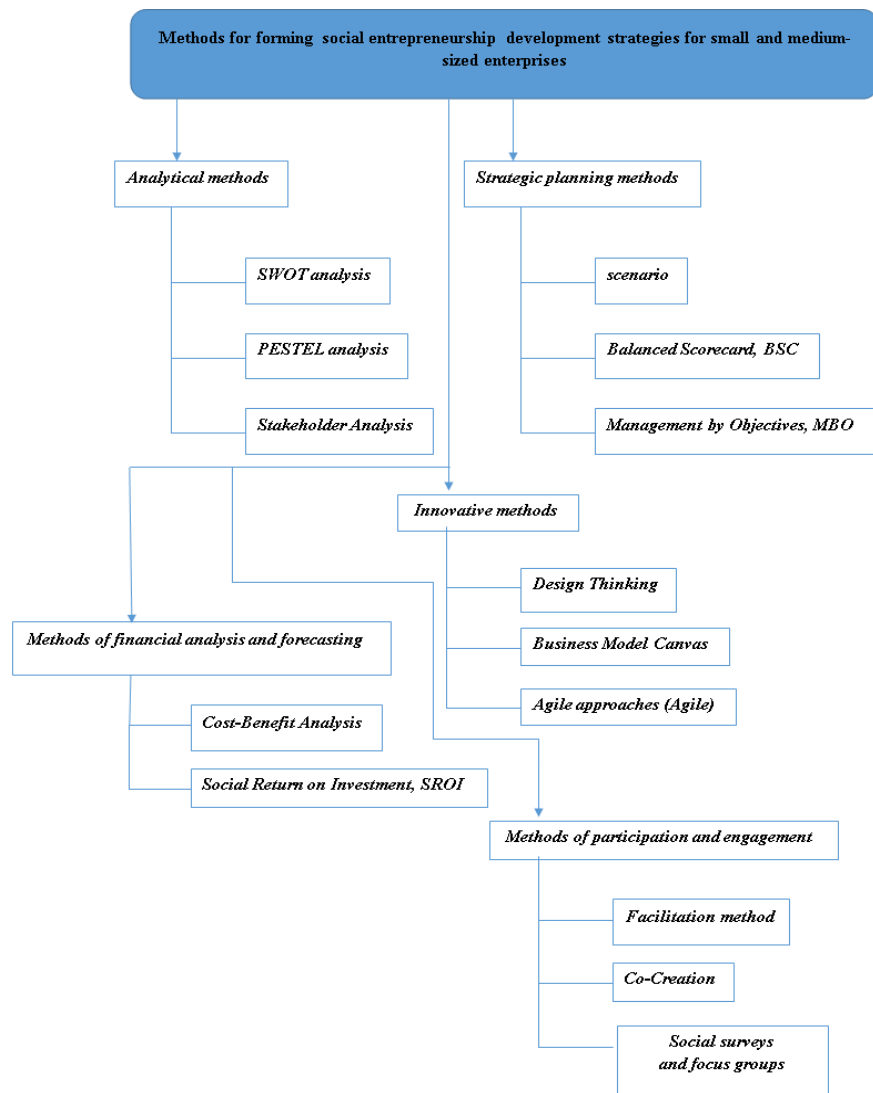
PESTEL analysis is an effective strategic planning tool that allows you to assess the external factors that affect the activities of social entrepreneurship. The method focuses on six key aspects: political, economic, social, technological, environmental and legal.

Stakeholder Analysis is a key method for developing strategies in social entrepreneurship, which allows you to identify, classify and take into account the impact of various stakeholders on the activities of the enterprise. Stakeholder Analysis in social entrepreneurship is particularly valuable because it allows you to ensure a balance between social and economic interests, attract the support of stakeholders and minimize potential conflicts. This method contributes to effective management, increasing trust in the enterprise and the sustainable achievement of its social mission.

Strategic planning methods are aimed at developing long-term goals and plans for their achievement.



Scenario planning is a strategic planning method used to develop social entrepreneurship strategies by creating several probable scenarios for the development of the environment. It helps to take into account the uncertainty of the future and adapt activities to changing conditions. Scenario planning is an effective tool for social enterprises operating in a dynamic environment, as it allows them to prepare for challenges, achieve social and financial goals, and ensure the sustainability of their activities.



**Figure 1. Methods for forming social entrepreneurship development strategies**

The Balanced Scorecard (BSC) method is a strategic management tool that allows them to develop an effective social entrepreneurship strategy, integrating financial and non-financial aspects of their activities. This method is based on setting key performance indicators (KPIs) that reflect the achievement of the enterprise's social and economic goals, as well as on combining strategic initiatives with specific

objectives. The BSC method provides a social enterprise with the opportunity not only to achieve financial and social goals, but also to maintain a balance between them, adapting its activities to a dynamic environment and ensuring sustainability in the long term [2].

The Management by Objectives (MBO) method is an effective tool for developing a social entrepreneurship strategy, based on setting clear, measurable, and achievable goals that integrate the social mission of the enterprise with its operational and financial objectives. The method involves several stages: formulating a mission and strategic goals (for example, employment of vulnerable groups or ensuring financial sustainability), their decomposition at the level of departments and employees, determining key performance indicators (KPIs), developing detailed implementation plans, monitoring performance and adjusting actions if necessary. As a result, management by objectives is a powerful tool for achieving social and financial goals, ensuring consistency of actions at all levels of the organization and increasing the effectiveness of social entrepreneurship.

Innovative methods aim to create new approaches to solving social problems through entrepreneurship.

Design thinking is an approach to problem solving that focuses on a deep understanding of user needs and their context. In social entrepreneurship, this method is extremely useful because it allows you to create strategies that respond to real social needs while simultaneously promoting innovation and change in society.

Innovative methods are aimed at creating new approaches to solving social problems through entrepreneurial activity.

Design thinking is an approach to solving problems that focuses on a deep understanding of the needs of users and their context. In social entrepreneurship, this method is extremely useful because it allows you to create strategies that respond to real social needs and at the same time contribute to innovation and change in society. Design thinking helps social entrepreneurs focus on the real needs of society, generate innovative solutions that respond to social challenges, and create strategies that can be adapted during implementation. It also promotes continuous improvement



of products or services based on user feedback, which makes the approach flexible and effective. This interdisciplinary approach, combining social sciences, economics, and ecology, makes it possible to create sustainable and innovative business models to solve complex social problems.

The Business Model Canvas is an effective tool for developing a social entrepreneurship strategy because it allows you to clearly and visually present all the key elements of a business on one page. This method includes nine main components: key partners, key activities, key resources, value proposition, market segments, sales channels, customer relationships, revenue streams and cost structure. In the context of social entrepreneurship, it helps to identify how an organization solves social or environmental problems while maintaining economic sustainability. In particular, it is important that social enterprises have a specific value proposition that includes social, environmental and cultural aspects, which distinguishes them from conventional businesses.

Agile is an approach to project management and product development that focuses on flexibility, rapid adaptation to change, and ongoing collaboration between all stakeholders. Originally developed in software development, agile is also being used effectively to develop social entrepreneurship strategies. In social entrepreneurship, this approach helps to respond quickly to changing social, economic, and political circumstances, engage communities and partners in the strategy development process, and achieve meaningful social impact while minimizing risk through continuous testing and adjustment of plans. Agile allows social enterprises to develop strategies that are constantly adapting to new needs, focusing on social impact effectiveness, collaboration with diverse stakeholders, and delivering real results at every stage [3].

Social entrepreneurship must be financially sustainable. Financial analysis methods allow us to assess the resources needed to achieve social goals.

The method of income and expense analysis is an important tool for assessing the financial sustainability and effectiveness of social entrepreneurship. It involves a systematic review of all sources of income and expenses of the enterprise to identify

opportunities for growth, optimize costs and make informed decisions on strategy development. In social entrepreneurship, the method of income and expense analysis is important for achieving a balance between financial sustainability and social goals. Estimating the costs of social impact helps to determine what resources need to be invested in the implementation of social initiatives, and understanding the cost structure allows us to optimize the resources of the enterprise.

The method of social impact assessment is an important tool for social enterprises, as it allows us to measure and analyze the effectiveness of their activities, in particular their contribution to solving social problems. Social impact assessment helps us to understand how the enterprise affects the community, the environment or individual social groups, as well as what change occurs as a result of its activities.

Social impact assessment is the basis for developing a social entrepreneurship strategy, as it allows businesses to determine how effectively social goals are achieved, optimize resources, and adjust strategies to achieve better results.

The facilitation method is a powerful tool for developing a social entrepreneurship strategy that ensures effective group work, involvement of different stakeholders and reaching consensus. Facilitation involves organizing a discussion process where all participants can express their ideas, analyze problems, generate solutions and form joint strategies. Despite challenges such as managing a large group or the risk of conflicts, facilitation contributes to the creation of effective and adaptive strategies that take into account the interests of all parties and are aimed at the long-term success of the social enterprise.

The co-creation method is a modern approach to developing a social entrepreneurship strategy, based on the co-creation of ideas and solutions together with stakeholders such as the community, partners, customers and employees. The basis of this method is the involvement of different perspectives, experiences and expertise to form innovative and realistic strategies that meet real needs and challenges. The method is particularly useful for social enterprises, as it takes into account the needs of the community, strengthens social capital, increases trust in the enterprise and contributes to the creation of sustainable strategies that meet the

interests of all stakeholders.

Social surveys and focus groups are key tools for developing social entrepreneurship strategies, as they allow you to collect quantitative and qualitative information about the needs, expectations and behavior of the target audience. Social surveys are based on the use of questionnaires or interviews to systematically collect data from a large number of people, which ensures the representativeness and standardization of the results. Together, these methods provide a comprehensive approach to strategy development, allowing you to take into account both quantitative trends and qualitative aspects, which is critical for achieving social goals and ensuring the sustainable development of the enterprise.

**Conclusions.** Methods for developing social entrepreneurship strategies for small and medium-sized enterprises are multidimensional, combining analytical tools, strategic planning, innovative approaches, financial assessment and effective interaction with stakeholders. Their integrated use contributes to the development of viable business models that not only solve urgent social problems, but also ensure the competitiveness of enterprises in a dynamic economic environment.

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