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IMPLEMENTATION OF SOCIAL ENTREPRENEURSHIP TOOLS TO ENSURING SUSTAINABLE DEVELOPMENT IN TURBULENT CONDITIONS

This article examines the implementation of social entrepreneurship tools in ensuring the sustainable and adaptive development of enterprises amid economic uncertainty. It is shown that the contemporary challenges of globalization, digital transformation, and socio-economic instability highlight the need to find new management approaches capable of combining economic efficiency with corporate social responsibility. The theoretical basis of the study is the concept of managed entropic development, which allows viewing an enterprise as an open system capable of self-organization and transformation of business processes. At the same time, the study identifies key social-entrepreneurial tools, such as social innovation, corporate social responsibility, impact investing, and partnership models of interaction, among others. It has been demonstrated that their application contributes to reducing the system's entropy, strengthening internal order, and forming resilient business models, which is crucial for enhancing the enterprise's economic security. The research methodology is based on systems analysis, the entropy approach, comparative analysis of international experience, economic and statistical modeling, and case studies. The discussion emphasizes that integrating social entrepreneurship practices into traditional business models requires consideration of the enterprise's scale, industry-specific characteristics, and resource capabilities. The conclusions emphasize the need to develop theoretical and methodological recommendations for integrating social entrepreneurship tools into strategic management and assessing their impact on the long-term competitiveness of business entities. The practical significance of the study lies in the formulation of recommendations for enterprises on the use of social entrepreneurship tools as a strategic resource for enhancing resilience and adaptability in a turbulent environment. Additionally, it is emphasized that the application of such tools contributes to the formation of new models of interaction between business, the state, and society, which in turn provides a comprehensive effect on economic development.

Keywords: social entrepreneurship, business model, innovation, competitiveness, uncertainty, entropy, digitalization, digital transformation, digital economy, economic security

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ІМПЛЕМЕНТАЦІЯ ІНСТРУМЕНТІВ СОЦІАЛЬНОГО ПІДПРИЄМНИЦТВА ДЛЯ ЗАБЕЗПЕЧЕННЯ СТАЛОГО РОЗВИТКУ В УМОВАХ ТУРБУЛЕНТНОСТІ

У статті досліджено імплементацію соціально-підприємницьких інструментів у забезпеченні сталого та адаптивного розвитку підприємств в умовах економічної невизначеності. Показано, що сучасні виклики глобалізації, цифрової трансформації та соціально-економічної нестабільності актуалізують проблему пошуку нових управлінських підходів, здатних поєднувати економічну ефективність із соціальною відповідальністю бізнесу. Теоретичною основою дослідження виступає концепція керованого ентропійного розвитку, яка дозволяє розглядати підприємство як відкриту систему, здатну до самоорганізації та трансформації бізнес-процесів. Разом з тим, у роботі ідентифіковано ключові соціально-підприємницькі інструменти, такі як: соціальні інновації, корпоративну соціальну відповідальність, імпакт-інвестування та партнерські моделі взаємодії, тощо. Доведено, що їх застосування сприяє зниженню рівня ентропії системи, посиленню внутрішньої упорядкованості та формуванню антикрихітних бізнес-моделей, що є вкрай важливим для посилення економічної безпеки підприємства. Методологія дослідження ґрунтується на системному аналізі, ентропійному підході, порівняльному аналізі міжнародного досвіду, економіко-статистичному моделюванні та кейс-стаді. У дискусії підкреслено, що інтеграція соціально-підприємницьких практик у традиційні бізнес-моделі потребує врахування масштабів підприємства, галузевої специфіки та ресурсних можливостей. Висновки акцентують на необхідності розробки теоретико-методичних рекомендацій щодо інтеграції соціально-підприємницьких інструментів у стратегічне управління та проведення оцінювання їхнього впливу на довгострокову конкурентоспроможність суб'єктів господарювання. Практична значущість дослідження полягає у формуванні рекомендацій для підприємств щодо використання соціально-підприємницьких інструментів як стратегічного ресурсу підвищення стійкості та адаптивності в умовах турбулентного середовища. Додатково підкреслено, що застосування таких інструментів сприяє формуванню нових моделей взаємодії бізнесу, держави та суспільства, що в свою чергу, забезпечує комплексний ефект для економічного розвитку.

Ключові слова: соціально-підприємництво, бізнес-модель, інновації, конкурентоспроможність, невизначеність, ентропія, цифровізація, цифрова трансформація, цифрова економіка, економічна безпека

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STATEMENT OF THE PROBLEM

In today's environment of globalization, dynamic technological development, and increasing socio-economic instability, the issue of ensuring sustainable and managed enterprise development has become particularly relevant. Growing uncertainty, crises, and intensifying competition necessitate the search for new management approaches that combine economic efficiency with corporate social responsibility. In this context, the concept of managed entropic development takes on particular significance, as it allows for viewing an enterprise as a complex open system capable of self-organization, adaptation, and transformation in the face of external and internal changes.

The entropic approach to enterprise development involves accounting for processes of increasing disorder and uncertainty within the system, as well as the need to regulate them through the implementation of effective management mechanisms. In this regard, social entrepreneurship tools play a crucial role, as they aim to achieve a balance between the economic, social, and environmental objectives of the enterprise. Social entrepreneurship, as an innovative form of business, not only ensures profit generation but also addresses pressing social issues, thereby enhancing business resilience in a turbulent environment. The implementation of social entrepreneurship tools in business operations opens up new opportunities for developing adaptive development models capable of reducing system entropy by strengthening internal order, improving the effectiveness of management decisions, and engaging stakeholders. Such tools include social innovations, partnership models of interaction, corporate social responsibility, impact investing, and other practices that integrate social value into business processes.

In light of the above, researching the processes of implementing social entrepreneurship tools to ensure managed entropic development of enterprises is an important scientific and practical task. It aims to substantiate the theoretical and methodological foundations and develop practical recommendations for enhancing the adaptability, competitiveness, and social significance of entrepreneurial structures in the face of contemporary challenges.

ANALYSIS OF RECENT STUDIES AND PUBLICATIONS

The issue of entropic development of socio-economic systems and enterprises has been addressed in a number of contemporary scientific works. These studies consider entropy as a parametric constraint on the development of systems and a factor determining their stability and adaptability [1; 2]. Some authors focus on the methodological aspects of assessing entropic processes and their impact on managerial decisions under conditions of uncertainty [3; 4]. The scientific literature also highlights the connection between entropic processes and innovative business development models. In particular, business model innovation is viewed as a tool for overcoming chaotic changes and ensuring sustainable growth [5; 7]. In this context, international standards and methodologies play a significant role, particularly the Oslo Manual, which defines approaches to measuring innovation activity [6].

Significant attention is paid to the impact of digitalization on the transformation of business models, which is viewed as a key factor in enhancing the competitiveness of enterprises [8; 9; 10]. Research shows that the digital economy not only creates new opportunities for development but also generates risks associated with uncertainty and entropic processes. Thus, an analysis of current publications highlights the relevance of the issue of implementing social entrepreneurship tools to ensure the sustainable and adaptive development of enterprises. These tools are viewed as an effective mechanism for reducing entropy and building resilient business systems capable of withstanding the challenges of the global environment.

PURPOSE OF THE ARTICLE

The purpose of this study is to establish the theoretical and methodological foundations and to develop practical recommendations for implementing social entrepreneurship tools to ensure the sustainable and adaptive development of enterprises in conditions of economic uncertainty. Particular emphasis is placed on the formation of resilient business systems capable of withstanding entropic processes and utilizing them as a resource for innovative renewal.

RESEARCH METHODOLOGY

The methodological framework of this study is based on systemic and interdisciplinary approaches that combine economic theory, concepts of social entrepreneurship, and strategic management tools.

The following were used in the research process:

— system analysis methods — to identify interrelationships between economic, social, and environmental factors in enterprise development.

— the entropy approach — to assess the level of uncertainty and chaos in the business environment, as well as to determine mechanisms for regulating them.

— comparative analysis — to study international experience in implementing social entrepreneurship tools and the possibilities for adapting them to Ukrainian realities.

— Economic and statistical modeling methods — to forecast enterprise development scenarios in a turbulent environment.

— Empirical research and case studies — to analyze practical examples of the application of social innovations, corporate social responsibility, and impact investing.

PRESENTATION OF THE MAIN CONTENT

The current conditions of globalization, digital transformation, and increasing socio-economic instability highlight the challenge of ensuring sustainable and adaptive business development. Rising levels of uncertainty, crises, and intensifying competition create a need to seek new management approaches capable of combining economic efficiency with corporate social responsibility. In this context, the implementation of social entrepreneurship tools takes on particular significance, as these tools allow for the integration of social value into business processes and help ensure a balance between economic, social, and environmental goals. Social entrepreneurship is an innovative form of economic activity that is not only profit-oriented but also aimed at addressing pressing social issues, enhancing business resilience, and developing adaptive models of growth. The application of social entrepreneurship tools in business management opens up new opportunities to reduce system entropy, strengthen internal order, and improve the effectiveness of management decisions. Such tools include social innovation, corporate social responsibility, impact investing, partnership models of interaction, and other practices that contribute to the formation of resilient economic systems.

Thus, researching the processes of implementing social entrepreneurship tools to ensure the sustainable and adaptive development of enterprises in conditions of economic uncertainty is an important scientific and practical task. It aims to establish the theoretical and methodological foundations and develop recommendations for enhancing the competitiveness, social significance, and long-term sustainability of business structures in a turbulent environment. Social entrepreneurship tools serve as an important mechanism for integrating social value into business processes and striking a balance between the economic, social, and environmental goals of enterprises. Their application contributes not only to reducing the system’s entropy but also to strengthening internal order, improving the effectiveness of management decisions, and building trust between business, the state, and society. Key tools include, Table 1:

1. Social innovation refers to new approaches to solving societal problems that combine economic benefits with social impact. It enables businesses to adapt to changes in the external environment, create new products and services that meet community needs, and reduce uncertainty through the implementation of inclusive practices.
2. Corporate Social Responsibility (CSR) — a system of voluntary commitments by businesses to society, encompassing environmental, educational, and social projects. CSR helps build a positive corporate image, enhances a company’s resilience in times of crisis, and ensures a long-term competitive advantage.
3. Impact investing — investments aimed at achieving not only financial returns but also social or environmental impact. It enables the creation of sustainable business models, reduces risks, and ensures business development in accordance with sustainability principles.
4. Partnership models of interaction — collaboration between businesses, government institutions, and civil society organizations that ensures coordination of actions and reduces chaos within the system. Such models facilitate the creation of clusters, public-private partnerships, and innovative ecosystems that enhance the adaptability of enterprises.

Table 1

A Comparative Analysis of Social Entrepreneurship Tools

Instrument	Main Purpose	Impact on System Entropy	Expected Result
Social innovations	Solving social problems	Reducing uncertainty through new practices	Increasing enterprise adaptability
Corporate social responsibility	Balancing economic and social goals	Enhancing trust and stability	Building positive image and resilience
Impact investing	Investments with social effect	Lowering risks, creating sustainable models	Development of sustainable business systems
Partnership interaction models	Cooperation between business, government, and society	Reducing chaos through coordinated actions	Creation of clusters and innovation ecosystems

Source summarized by author

Thus, the implementation of social entrepreneurship tools in business operations is not only a means of enhancing their competitiveness but also a strategic resource for building resilient economic systems capable of functioning effectively amid uncertainty and global challenges.

DISCUSSION

The study’s findings confirm that the implementation of social entrepreneurship tools is an effective mechanism for reducing entropy and enhancing the adaptability of businesses in a turbulent environment. At the same time, the extent to which these tools are integrated into traditional business models remains a matter of debate. Some enterprises view social entrepreneurship as an additional element of corporate strategy, while others see it as a fundamental principle of organizational activity. An important aspect is the balance between economic efficiency and social responsibility. There is a risk that an excessive focus on social goals may reduce financial performance; however, the practice of impact investing and partnership models of collaboration demonstrates the possibility of achieving synergy between these components. The issue of the scalability of social innovations is also a subject of debate. In large corporations, they can create new markets and ecosystems, whereas in small businesses, their

implementation is often limited by resource constraints. This requires the development of adaptive strategies that take into account the specific characteristics of enterprises of different sizes and industry sectors.

CONCLUSIONS

Social entrepreneurship tools are a key factor in ensuring the sustainable and adaptive development of enterprises in today's climate of economic uncertainty. Their role lies not only in fulfilling a social function but also in creating new opportunities for businesses that seek to combine economic performance with social benefit. The use of such tools helps reduce the level of entropy in economic systems, as they allow enterprises to streamline internal processes, establish transparent mechanisms for interaction, and improve the effectiveness of management decisions. This, in turn, facilitates the development of resilient business models capable not only of withstanding external challenges but also of leveraging them as a resource for innovative renewal. The most effective of these are social innovation, corporate social responsibility, impact investing, and partnership models. Each of these tools serves a specific function: social innovation helps address pressing social issues; corporate social responsibility builds trust and stability; impact investing ensures the development of sustainable business systems; partnership models create conditions for coordinating actions between business, government, and society.

The practical implementation of these tools requires consideration of the enterprise's scale, industry-specific characteristics, and level of resource availability. For small enterprises, the key challenge is the limited availability of financial and human resources, whereas large corporations face the problem of integrating social entrepreneurship practices into complex organizational structures. Further research should focus on developing methodological recommendations for integrating social entrepreneurship practices into strategic business management, as well as on assessing their impact on long-term business competitiveness. Particular attention should be paid to the scalability of social innovations, the effectiveness of impact investing, and the formation of partnership ecosystems capable of ensuring the sustainable development of enterprises in a turbulent environment.

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