

Social Entrepreneurship

The Way We Change the World



Edited by

Jan-Urban Sandal

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Sandal Institute

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Foreword

Changing the world has always been a relevant topic. Social entrepreneurship is the way we change the world today. The techniques are many as well as the objectives constituting the change process. They have one thing in common; the change is carried out by the entrepreneurs, individuals with the will, strengths and capacity of trusting new ways of solving problems. The analyzes presented in this book are based on historical and analytical information derived from international independent science.

The prominent authors of chapters in this book have all contributed based on their independent research at Fil. Dr. Jan-U. Sandal Institute.

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Fil. Dr. Jan-Urban Sandal

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The influence of ideology on the development of entrepreneurship

O. Kozynets

Introduction

Recent changes in Ukraine are similar to those important changes in European countries that happened several hundred years ago. These are the formation of democratic values, human rights, entrepreneurship principles and others.

In the history of humankind, there were several important events that, in a decisive way, influenced changes in society, in the economy, played an important role in the development of entrepreneurial activity.

Significant changes that took place in the world at different times, could have different contents, but were equally powerful in terms of consequences for a country, society, one of its institutions, or globally, can be arbitrarily called revolutions. Starting with the Neolithic revolution, which was innovative in nature, the most striking “revolutions” in the history of humankind were the Great Geographical Discoveries, the Reformation, and later there was an industrial revolution, which entailed a transition to an industrial society. No less vivid was the event that made us think about the shortcomings of the economic system that was established in the 19th century due to the

dominance of the ideology of liberalism, which led to the Great Depression of the early 20th century.

Each “revolution”, scientists of the appropriate time tried to give a justification. They explained why this happened, whether it could have happened at another time, in another territory, what factors influenced this process, etc. As a rule, scientists explained an accomplished fact. The same it was in this case.

Analysis of the recent research and publications

Many scientists in the world from different points of view have studied the problem of the influence of religion, ideology on society, entrepreneurship, and the economy. In particular, M. Weber, W. Zombart, R. Lachmann, O.N. Barkhatova, L.V. Spitz, E.E. Cairns, Sung-Jung Kim etc.

Only at the beginning of the 20th century, one of the representatives of business philosophy, scientist M. Weber, analyzed the influence of the ideology of the Reformation on the system of economic relations and found a direct connection between the ideology of J. Calvin and changed the economic situation in England in those years. In this connection, M. Weber formulated the concept of “the spirit of capitalism”.

However, there is another view of the modern researcher R. Lachmann on the events that took place in Europe in the 15-18th centuries. He gave a short answer to a question that worries many “What happened?” at that time in Europe. According to the

researcher, first of all, there were changes that led to the intellectual, spiritual and material changes of Europeans.

Therefore, the intellectual awakening of Europe began with the Renaissance. Its pace has accelerated in connection with the invention of printing machines. Spiritual – is connected with the Reformation. Material – with an industrial revolution. In fact, if we summarize all these processes, we can say that at that time “the origins of the modern world” were laid (Lachmann, 2010, p. 27), including the creation of conditions for the development of entrepreneurship, since entrepreneurship is inextricably linked with democracy and democratic values.

Theorists explain the reasons for these changes in different ways, although they do not deny the existence of significant changes in all areas of public life.

For M. Weber, for example, these were new Protestant concepts of God and salvation. Therefore, according to the theory of M. Weber, it was the Reformation that became the driving force of social change, which directly led to the development of entrepreneurship. Although, a modern researcher R. Lachmann, lends this point of view to criticism (Lachmann, 2010).

The purpose of the research

In the chapter, we examine the role and influence of Protestantism on the formation of entrepreneurial activity skills. We characterize the activity of J. Calvin, one of the representatives of the Reformation. We analyze Calvin`s theory, which, according to many researchers, has made a significant impact on the

development of entrepreneurship in England. We also characterize the views of the followers of J. Calvin, who embodied the ideas of Calvinism. We analyze the ideology of the Puritans and the consequences of the English revolution.

Presenting the main material

In our view, for medieval Europe, the reformation was more than a serious ideological foundation that called into question the entire system of feudal relations, giving way to criticism of the Catholic religion, which was the basis of feudalism.

The reformation began in Germany, from where it spread throughout Europe. In 14 – first half 15th centuries in Germany revived the development of the industry, but this process was short-lived. Already in the end of 15 – 16th centuries Guild is in decline. Together with the Great geographic discoveries, there is a change of the main trade routes. At this time, the territorial fragmentation of Germany hindered the development of capitalism. The feudal lords had strong positions in all spheres of society and the bourgeoisie did not play a significant role in the changing economic conditions. In fact, at that time there was no force that would protect industry from the competition of foreign goods. Thus, the feudal lords began to adapt to changing conditions with commodity-money relations. Therefore, on the one hand there was entrepreneurship, on the other hand – acquisitiveness.

The first to draw attention to this disparity were humanists, namely R. Agricola, S. Brant, E. Rotterdam, G. Bebel,

and others. The one of them is E. Rotterdam. Moreover, his most famous work is “Praise of stupidity”, in which he described the order of late medieval society in the form of a parody. Humanism had an elitist character and affected a small part of the intelligentsia. To attract the attention of the masses, it was necessary to appeal not only to the mind, but also to the senses. Religion could touch people’s feelings. Thus, the humanists became the harbingers of the reformation. The most prominent representatives of the latter were M. Luther and J. Calvin.

In general, the reformation is an anti-feudal opposition of the late middle Ages. The purpose of the reformation is to strengthen the faith, not to refute it, and to educate the personality of a new Christian who will possess the “true” virtues and piety of the apostolic times and the Christian fathers of the Church.

Thus, the new teaching called for a return to the ideals of early Christianity. That meant the ideologists of the reformation. In the history of Christianity, which originated in the territory of the Roman Empire, there are two main stages. The first is the Apostolic Church, which existed for the first two centuries. The second is the Episcopal Church, which began its existence in the middle of the second century. There was a fundamental difference between them. Thus, the Apostolic Church was based on the Christian community. Christians were waiting for the coming of Christ, who, in their opinion, should establish justice. In anticipation of the Messiah, humility and non-resistance to evil by violence were preached. In anticipation of the imminent coming, they sought to separate themselves from the Kingdom of

evil (Roman Empire) in their communities. They were organized on a democratic basis, and there were no clergy, religious items, or rites. Believers gave their property to the community and organized public meals at the general expense. Itinerant preachers who were called apostles and who did not have privileges maintained communication between the communities. Thus, in the Christian teaching, universal values, elementary norms of morality and justice were expressed in a religious form. Gradually, the number of supporters of the new religion increased, and a network of Christian communities were established throughout the Roman Empire. From the middle of the second century, when wealthy Romans began to appear among the first Christians, the main attention was paid to the mystical side of Christian teaching. A separate Church apparatus was created from the mass of believers. The leadership of the communities passed into the hands of bishops, presbyters, and deacons, who eventually created the clergy. Thus, the universal Church was created. It appropriated the monopoly right to preach and interpret Christian teaching. Over time, the clergy developed a complex system of rites, services, and dogmas. Communion replaced the common meal, the apostles became servants and messengers of the bishops, and the opposition between the clergy and the laity replaced the equality of the faithful. These changes have been firmly established for many years. From time to time, there were movements that called for a return to the original Christianity, they were called heretics, and church representatives mercilessly fought heretics, defending their monopoly. The

greatest movement against the monopoly of the clergy was the reformation, which called for a return to the ideals of early Christianity.

J. Calvin (1509-1564) was born in France in the family of a representative of the third estate, was raised in the aristocratic house of Mommors. First, he studied theology, and then he studied law.

The figure of J. Calvin in the history of the teachings is very noticeable. He was one of those who had a great influence on the development of Western history and the formation of the image of Western man, as well as indirectly influenced the development of entrepreneurship in different countries of the world.

Thus, the British writer Lord Morley wrote: “to exclude Calvin from the figures of Western civilization is equivalent to looking at history with one eye closed” (Spits, 2003, p. 68).

J. Calvin had a difficult life. He was a hard worker, an ascetic who despised all the joys of life, intolerant of the weakness of others, pedantic, morbid, and irritable. His appearance inspired both respect and fear (Porozovskaya).

Calvin had been on the road since the autumn of 1533. For most of his life, he lived in Geneva as an emigrant, and at the same time reached a high level. By 1555, the position of Calvin and the reformers in Geneva had significantly strengthened. The city became one of the European centers of Protestantism and a powerful cultural center. Many printing houses and bookstores were founded, and the College of Geneva was transformed into

an Academy. Geneva became a major center of the missionary movement. Calvin tried to establish links with England, Scotland, the Netherlands, Germany, Poland, Sweden, and Denmark. This indicated that Calvinism was gradually becoming an international ideology, and Calvin was one of the major international figures (Sun-Chon Kim).

It should be noted that Calvin was not only a scientist, theorist, but was a major politician and organizer. Thus, in Geneva, Calvin did not limit himself only to the reform of the Church system, but at the same time developed a project of civil reforms. He created a clear management system, outlined the responsibilities of all officials, transformed the judicial system, and generally delved into all public affairs (Porozovskaya).

By the middle of the 16th century, when the Catholic Church was slowly recovering from the blow inflicted by the reformation, representatives of Calvinism, unlike other Protestants, were ready to develop in new conditions. First of all, thanks to a special organizational structure – the Church structure in the Republican form, this was easily transferred to political life.

Geneva remained the center of Calvinism, but the doctrine itself quickly began to spread throughout Europe. While Lutheranism was conquering Scandinavia, Calvinism spread to the Rhine valley in Germany, France, the Netherlands, Scotland, and Northern Ireland. Thus, Calvinism became a kind of buffer between the Lutheran North and the Catholic South (Kearns, 1992).

Calvin had many works, but there was also his main work. This is the “Instructions in the Christian faith”, on which he worked for almost a quarter of a century, many times throughout his life he refined it. Nevertheless, neither the many changes nor the many reissues did not change his theological point.

The essence of Calvinism was as follows: Calvin sought to proclaim the power, glory, and grace of God revealed to man in Christ. Thus, the entire teaching of Calvin was focused on the assertion of the sovereignty of God and the proofs of his glory (Spits, 2003).

This was the quintessence of Calvin’s doctrine of “predestination” or “God’s choice”. According to dogmatic, the basis of predestination is laid in the action of God, who foresees everything, provides for everything, and contributes to everything.

This theory has been developed in Christianity since the time of Patristics with Aurelius Augustine. However, J. Calvin brought the doctrine of predestination to its logical conclusion.

From the point of view of Calvin, predestination is the eternal plan of God, in which he determined what he would do with each person. This means that he intended some to be saved and others to be eternally condemned.

Predestination concerns not only the individual, but also the whole nation. According to his teaching, the human mind cannot understand why some people will be saved and others will be destined for eternal damnation, even though God has determined everything beforehand. This dogma every Christian

should accept in humility and hope. People are equal in their sinfulness, Calvin believed, but not equal in the grace of God.

There are two types of eternal election: 1) those chosen for salvation; 2) those chosen for condemnation. Only God knows who is destined for what. In addition, a person cannot change this in any way – neither by desire, nor by effort, nor by deeds. However, a person can learn about the plan of God by certain signs. In such signs, God manifests omnipotence and love. To such signs, Calvin attributed faith, the righteousness of life and good deeds (Barkhatova, 2006), as well as personal success, wealth, inflexibility to opponents.

From the dogma of predestination followed the requirement to devote oneself entirely to the profession with maximum thrift and prudence, with contempt for pleasure (Azarkin, 2003).

Thus, it is possible to form an understanding of entrepreneurship based on the theory of J. Calvin. Namely, this is a special type of economic activity, which in this case was not only different, but also opposed to the feudal.

It was on the basis of Calvinism that Puritanism was formed, which later became the ideology of opponents of absolute monarchy in England and supporters of creating an independent state from England on the territory of North America. Therefore, in fact, Calvinism became the ideology of revolutions, first in the Netherlands, and then in England and the United States.

We will focus on the characteristics of Protestantism in England. Thus, an important step in strengthening absolutism in

England was the Church reformation initiated by King Henry VIII.

Evangelical ideas began to spread here in the 20s of the 16th century due to the influence of French and German reformers. Luther was received ambiguously in England. King Henry VIII personally opposed the “German heresy”. However, his attitude to the reformation soon changed, after a conflict with the Pope over the king’s divorce process.

Thus, the so-called “Royal reformation” began in England. At the king’s insistence, the Parliament passed a series of statutes from 1529 to 1536 aimed at creating a national Church in England that was independent of the Pope and subordinate to the king. Thus, Henry VIII became the Supreme head of the Church in England, and Anglicanism became the official religion (Karpov, 2010).

Anglicanism was close to Lutheranism, but with the next change of monarch in England, depending on his preferences, the reformation either continued, or folded in favor of the renewal of Catholicism.

At this time, puritans appear, translated from Latin means pure. They advocated the deepening of the reformation, and the cleansing of the Anglican Church from the remnants of Catholicism.

In contrast to the Anglicans, the theological and political doctrine of the puritans was very close to Calvinism, which was brought to the territory of England by the English who returned from emigration. Puritanism was positively received in England,

and began to spread rapidly. The puritans hoped to gain the support of Queen Elizabeth I (1533-1603). However, they did not receive it, and began to act separately, preaching Calvinism. By the end of the 16th century, there were changes in their environment; a split was formed. Among the puritans, the Presbyterians are more moderate, and the independents are more radical.

The relationship between Scotland and England was not easy. Scotland was a country with a Protestant religion in the form of Calvinism, and stubbornly did not want to pass under the authority of the English crown, where there was also Protestantism, but in the form of Anglicanism.

From Switzerland, Calvinism penetrates into Scotland in the 40-50 years of the 16th century. The mastermind of the reformation in Scotland was John Knox, an associate of J. Calvin. A former Anglican priest who immigrated during the reign of M. Tudor to Geneva, and returned home in 1559 and led the Scottish Protestants. His theoretical work was related to the development of ideas of Calvinism.

J. Knox and the Scottish Calvinists paid much attention to various socio-political issues. In particular, he expressed the idea of the people's will as a source of civil power, justified the need to limit the powers of the monarch and the legitimacy of resistance to tyranny. It is these ideas of the Calvinist D. Knox that will have a great influence on the radical strata of English puritans.

As a result of a number of events and their legal formalization, Calvinism was introduced in Scotland under the name of the Presbyterian Church. It was the Scottish Church organization that the English puritans called for in England at the beginning of the revolution of 1640-1653, to which they received a firm refusal. Therefore, the Scottish reformation influenced events in England in the first half of the 17th century, and also indirectly influenced America, where Scots, Irish and English who professed Protestantism emigrated from persecution for their views.

The peculiarity of English Puritanism was that it was in contrast to continental Europe, where Protestantism was in opposition to Catholicism. In England, Calvinism was in opposition to the official Anglican Protestant Church.

The concept of entrepreneur, entrepreneurship began to take shape after the English revolution. These concepts were introduced into scientific circulation by an English economist in the end of 17th. – at the beginning of the 18th century; Richard Cantillon. He regarded entrepreneurship as a special economic function, an important feature of which is risk. The scientist defined the entrepreneur as a person who, for a certain price, buys means of production in order to manufacture products and sell them for income.

Classics of political economy A. Smith and D. Ricardo also examined the concept of entrepreneurial activity.

A. Smith believed that an entrepreneur is the owner of capital, which takes risks to realize a commercial idea and make a profit.

The entrepreneur himself plans and organizes production, realizes the benefits associated with the division of labor, manages the results of production activities.

D. Ricardo believed that an entrepreneur is only an investor, and he considered his activities as an indispensable element of effective management.

A new understanding of the role and importance of entrepreneurship began at the turn of the 19th and 20th centuries. Researchers realized the value of creative innovative principles of his type of activity for economic growth.

The concepts of “owner” and “entrepreneur” were divided in the leading areas of industrial society.

A. Marshall was the first to add to the three classical factors of production (land, capital, labor) the fourth - organization, or subsequently - entrepreneurial talent. The active role of the entrepreneur himself, the innovative focus of his activities, the use of new machines and technological processes were especially emphasized.

A special place in the development of the theory of entrepreneurship is the work of economist J. Schumpeter. He saw entrepreneurial activity in various innovative processes aimed at achieving high results in industrial and economic activities.

These are major milestones in the development of the concept of entrepreneurship. However, it must be remembered that entrepreneurship can only develop in a democratic society that encourages different views.

Thus, the concept of entrepreneurship, which has “been in the air” for more than a century, has acquired special significance under the influence of Protestantism and the events of the English revolution.

This concept will be further developed and refined in accordance with the views of its era. This may be the subject of another study.

Conclusions

Thus, ideology is a strong factor that can influence social processes. Therefore, the period of the Reformation is the time of the beginning of the formation of early bourgeois relations, in particular, the destruction of social borders, aggravation within the main estate - the nobility, a split in the structure of the urban and rural population. Protestants criticized the system of property that existed earlier, the privileges of the feudal lords, and the estate organization. From this, the Protestant movement gradually began in the 16th century in Western Europe, which led to the collapse of not only the medieval state and law, but also their foundations - Catholicism. In the process of development, the “spirit of capitalism” was created, namely the desire to develop their business, to limit unnecessary expenses.

In general, the ideas of Protestantism were contradictory. On the one hand, the ideas were anti-humanistic, degrading human capabilities, endowing them with sins, and on the other hand, Protestantism showed the possibility of rebuilding in

accordance with the socio-economic and political-legal needs of the new society that was forming in Europe.

However, in general, the principles of Protestantism contributed to the formation of a new type of person. Belief in chosenness made people equal, gave hope for the possibility of salvation. The man himself was responsible for his fate. Now any work was recognized, the desire to achieve success in work contributed to scientific and technological progress, the development of entrepreneurship.

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Marketing strategy of social enterprises

Y. Larchenko

There are many different positive transformations in the world today. It is unfortunate, but the impetus for them were precisely the global problems that affect each person and citizen. These problems cannot exist without consideration, so every branch of society are taken to solve them, according to their sphere of activity and competence.

One of the biggest areas of concern is social problems. This is due to the fact that the social sphere is our life. This is not only the organization of people within a specific territory, but also living conditions, work and leisure, personal development, culture and education, as well as receiving quality services, and more.

Completely or partially unmet needs and interests of the community or its individual components, formulated in general terms as a social task, need to be addressed. In addition, no wonder, because social well-being is one of the main indicators of social development.

Social entrepreneurship is a great opportunity to contribute to the development of society. It combines democracy, honesty, social and economic responsibility, and is a modern

approach to entrepreneurship, in which the components of a market economy are preserved.

It is important to note that the emergence of the phenomenon of "social entrepreneurship" was preceded by insufficiently effective problem solving in the traditional ways used by public, private and non-profit organizations. This led to the search for new forms as one response among others of social service organizations.

Another problem is that social entrepreneurs do not often use marketing tools in their activities, believing that it requires too many resources or does not find it necessary to use them, given that the status of a social enterprise will help them sell their product or service. However, this approach often leaves enterprises without customers and does not open up the potential for growth. This necessitates a theoretical study of the marketing strategy of social enterprise.

According to the topic of the book chapter, the following concepts will be considered: social entrepreneurship, planning, marketing, marketing process and complex, marketing strategy and communication.

The aim of the book chapter is theoretically to investigate the marketing strategy of social enterprises.

To solve the goal we used general scientific theoretical methods of systematic and complex analysis, method of program-target planning and generalization.

In the modern sense, entrepreneurship is an entrepreneurial activity aimed at innovative, significant and positive change in society.

According to Joseph Schumpeter's (Schumpeter, 2008) definition, innovation implies that one is able to do something which previously could not be done. We can do this by changing what Schumpeter calls "creative destruction". He defines the term as a new and more efficient way of production, without which an enterprise will come to an end.

In turn, Jan-Urban Sandal (Sandal, 2007) identifies the concept of social enterprise like a company focusing on business making a business profit and social value in the social sector of the economy.

Therefore, we can perceive social entrepreneurship as a balance between the commercial component, the social mission and the concern for the environment. Accordingly, the success criteria of a social enterprise can be considered by profit and social welfare. This is important because we do not prioritize them, but emphasize their relationship, because the implementation of the social mission will depend on the financial success of the enterprise.

Social entrepreneurship, like any other type of business, operates under certain economic and regulatory conditions. It is influenced by external and internal factors that must be taken into account in order for the enterprise to operate effectively. Planning is used to analyze the capabilities of an enterprise, the resources

needed to operate it, determine the overall strategy, considering risks, and other, equally important, components.

Planning is a process in which we try to see how the enterprise will look like in the future and how to achieve it. Planning is a sequential process that uses a systematic logical approach.

Of course, the first thing that begins with planning a social enterprise is having an idea of a product or service with a specific target audience that needs it and can pay for it, and the motivation to solve a particular problem.

Social entrepreneurs are often called innovators because they try to solve "old" social problems with "new" entrepreneurial approaches. This is due, first of all, to the fact that the traditional business has occupied the most interesting, in terms of profitability, niche, and the particularity of social groups, which were in difficult life circumstances. In fact, it is sometimes necessary to "combine the inseparable" in order to obtain commercial and social or environmental effects.

"Social entrepreneurs are agents of positive change who address challenges through an enterprising approach. They develop businesses which trade for a social or environmental purpose, reinvest profits into their mission, and are accountable for their actions. They create jobs and bring hope to our most disadvantaged communities, delivering social, environmental and economic value. Through their innovative approaches to reduce inequalities, social enterprises might even provide a model for

rebalancing how money and power are controlled" (Cornford, 2017, p.4).

A successful plan requires a long process of thinking and organizing ways to put ideas into practice. Marketing strategies are used to accomplish it.

Marketing is an essential ingredient for the effective functioning of any market entity. Marketing refers to activities undertaken by a company to promote the buying or selling of a product or service (Twin, 2020). This activity is aimed at achieving the goal of the enterprise, by generating demand and maximizing customer satisfaction.

The main functions of marketing are:

- analytical (study of the market, consumers, competitors, market structure of the market, analysis of the internal environment of the enterprise);
- production (organization of production of new goods, logistics, quality management and competitiveness of products);
- sales (organization of the system of movement of goods, conducting a purposeful commodity policy, organization of service, conducting a purposeful sales policy);
- management and control (planning, information support, marketing management communication support, monitoring and analysis) (Twin, 2020).

Many people call marketing the art of selling. Moreover, we cannot disagree, because it is a difficult process to find a

customer approach and strike the right balance between the product, service and the customer.

Nowadays, it is not as difficult as it used to be to starting a business or launching a new product. However, we need more than a great idea and money to ensure that venture will be successful. If customers are not interested in product of the enterprise, efforts will be in vain. That is why it is essential to determine its market size and potential value.

In order to determine a product's market potential, we need to consider the market intensity and size as well as the competition, profitability, penetration rate, potential customer base and other key factors.

Market research can improve marketing strategy by giving concrete feedback regarding product or service. We can use the information from marketing research to define target market, choose product or service image, position product, and price it appropriately.

Thus, we see that marketing is not just advertising and sales, but the whole process of finding the best market opportunities for the enterprise. Marketing is the process of identifying customers, examining their needs, designing a product or service, and selling them. Marketing is the invaluable tool that determines business success. However, in order to be successful, a social enterprise must develop its marketing strategy. Namely, make the following steps, which were proposed by Artem Kornetsky:

1. External analysis - includes industry, competitor and customer analysis. This stage is a gradual shift in analysis from more global to less global phenomena. Identification of the field of activity will allow understanding the principles on which the enterprises operate. Analyzing social enterprise competitors helps to understand the competitive advantages. Analyzing leads will help to focus on needs and solve a specific social problem in the most effective way.

2. Internal analysis - aims to compare what clients expect from the enterprise with reality. It is necessary to analyze whether the mission of the social enterprise is fully in line with the planned activity. Internal analysis should ensure trust between the company and customers, which plays an important role in future success.

3. Choosing a development strategy - growth is a major element of entrepreneurship, including social. After the analysis, it is important to choose the path in which the social enterprise will go. The appropriate marketing strategy must be chosen according to the growth strategy.

4. Choosing a marketing strategy - this paragraph means choosing a set of parameters that the enterprise decides to use as a system for engaging with customers (potential and existing). This unique set of

communication tools should ensure that the public is aware of the activities of the social enterprise and gives instructions on how to use the services or buy the goods of the enterprise.

5. Communication - should be the last step in marketing strategies, it will allow the enterprise not to spend unnecessary resources and use marketing tools as effectively as possible.

Undoubtedly, this activity is linked to the analysis of social enterprise capabilities. The marketing process will help to provide a complete picture of the opportunities, to look strategically to see future market opportunities.

The sequence of the marketing process is determined by the following stages, which are shown in Table 1.

Table 1.

Sequence of marketing process

Analysis of market opportunities	Market research and information gathering
	Marketing environment Consumer markets Business markets
Selection of target markets	Demand measurement and forecast
	Market segmentation
	Market positioning Targeted marketing

Development of marketing complex	Product/Service Design
	Advertising of goods/services
	Placement of goods/services
	Determining the price of goods/services
Marketing process management	Strategic planning
	Marketing Planning
	Organization of marketing Control of marketing activities

Source: compiled by the author on the basis of Sprekley, 2011.

In order better to determine how an enterprise will create and sell a product or service, it is necessary to go through each of these stages of the marketing process.

The analysis of market opportunities allows to understand "your" market and, in this study, to present the commercial and social idea that the enterprise wants to focus on. The next thing to do is to select a customer group - the target market the enterprise wants to reach. This will help to identify customers for product or service; focus marketing on customers who are most likely to buy products or services; avoid markets that will not be profitable for the enterprise. Next is the development of a marketing complex.

Concentrating on how we sell the product or service in the target market, we move to a marketing complex that have the following components:

- product (design and process of production or creation of a product/service);

- location;
- promotion (advertising and sale of goods);
- price (price policy that will depend on the previous components) (Sprekley, 2011).

Product or service design should attract the attention of the target market and the potential customer. Everything from color and shape to effect and client impact should be considered. The next thing to think about is the location. It must be profitable, have the necessary equipment to manufacture the product or service and provide the right conditions for its employees and customers. Then, we need to decide how we will promote the product or service. It is important to understand the needs of customers and understand how they choose the product and make the decision to buy it. Promotion allows potential customers to learn about a product or service as well as their social purpose. Advertising will help sell a product or service to potential customers. Finally, the definition of pricing policy, which is determined by the following factors: cost of goods (services), cost of sales, level of profit, overhead, investments and other.

Since the marketing strategy of social enterprise has two main objectives: to identify the target audience and to interact with it effectively, marketing communication plays a key role in solving them.

Marketing communication - certain marketing messages that are brought to the market through advertising means. They help entrepreneurs disseminate information about a product or

service, thereby encouraging customers, as well as shaping the image and brand of the enterprise.

Today there are many types of communication with customers. The most common of these is advertising.

Advertising is a marketing communication that employs an openly sponsored, non-personal message to promote or sell a product, service or idea. Advertising is always present, though people may not be aware of it. In today's world, advertising uses every possible media to get through its message through. Advertising activities can also be categorized into 5 types based on the advertisement medium used. These types are:

- print advertising: newspapers, magazines, brochures etc.;
- broadcast advertising: television and radio;
- outdoor advertising: banners, wraps etc.;
- digital advertising: advertisements displayed over the Internet and digital devices;
- product or brand integration: product placements in media like TV shows, YouTube videos, through celebrity and bloggers, and other.

Public relations may be another way of marketing communication.

Public relations is the use of media tools to promote a positive view of a company or product in the public's eye. Public relations monitors the public opinion of a company or product and generates publicity to either sustain a positive opinion or lessen or change a negative opinion.

In our opinion, there are a few important aspects of the discovery of a negative view of a public relations firm like following one.

The first is the negative attitude of the community to the enterprise. It leaves a mark on the functioning of the enterprise as a whole. The most dangerous manifestation of a negative attitude is aggressive behavior. It can create obstacles to development and work, and create a threat to the enterprise.

Another aspect can be the community's inertia and indifference. Such inaction delays the progress of society. Fear of development, unwillingness to step outside the comfort zone are traits inherent in this type of community.

The last aspect is poor community involvement in the enterprise. Lack of interest, passivity, low awareness of the enterprise can be indicators of low community involvement.

In this way, people's involvement and networking will help to improve relationships between the community and enterprise. Analysis of stakeholders will help to prevent and identify risks to the operation of the enterprise. This can be done through interviews, speeches or presentations, corporate literature, social media, news releases and special event.

Another interesting approach is communication through social networks or SMM (social media marketing), which is part of the so-called viral marketing. It is especially popular with young people and does not require many financial expenses: just create a page and get people involved.

Social networking is one of the embodiments of the interactive capabilities of today's Internet. Social media communication uses the desire to self-identify individuals as members of a particular group. It seems to allow us to start a "conversation" with potential customers. Even the very definition of "social media marketing" incorporates three concepts, which defines its essence as human interaction through the exchange of information that may be of interest.

Many people do not think about what a dangerous viral marketing can be. Nowadays, information is spreading very quickly. Due to the large amount of information, consumers are not able to distinguish it. It can affect mental processes, mislead people and manipulate their consciousness. This is usually advantageous for people whose purpose is money, high sales of goods and money.

In general, it can be said that the Internet draws users into virtual reality. A person, who lives online, might spend time on things he or she does not need.

On the other hand, social marketing is an opportunity for a social enterprise to disseminate information about its activities. It is not only advertising but also the ability to find resources. Today, this can be done through fundraising and various crowdfunding platforms. We can find like-minded people, sponsors, and donors, attending a forum or conference, and applying for a grant for the development of the enterprise. Nevertheless, the meaning of information and competently organized message remains important.

However, when it comes to social entrepreneurship, the information we want to convey must not only be a "good wrap" of a product or service that will generate revenue, but also be in line with the good mission of the enterprise. Therefore, the content of marketing messages needs special attention. Such messages can be called company slogans or messages, their main task is to motivate the recipient of the message to join the activity of the enterprise, whether through the purchase of goods or services, whether through donation or volunteering.

Social enterprise messages are significantly different from those for classic businesses. The difference is that the missions of social and classical businesses are different in nature, which should be reflected in the messages. Thus, to write effective messages we need to consider such components as the target audience and the focus on the activity or desired effect. In other words, the message should include information about how a person can help solve a particular problem through the purchase of services and goods of a given social enterprise.

The message focus can have different colors - negative or positive. The positive should explain the activity of the social enterprise, in the negative should provide the recipient with the problem and the ways of solving it, which is offered by the social enterprise. In addition, the message can be specific and abstract. Although an abstract message may seem less effective, there are times when it should be used, for example, if the business activity has a broad geography. For better understanding, we consider it appropriate to provide some examples:

- 1) "Every year on the street in Ukraine there are 1000 people. Get help" (negative);
- 2) "Our company provides housing for 5 people every month" (positive);
- 3) "Your charitable contribution is very important for us" (abstract);
- 4) "Spending 100 UAH on our products will help one homeless child to get food" (specific).

Conclusions

Having made a theoretical study of the marketing strategy of a social enterprise, we can conclude that it is an important component of the functioning of a social enterprise in a market environment. This ensures the competitiveness and development of the enterprise in relations with other subjects of socio-economic activity.

In order to see the enterprise in the future, the planning process is used. A successful plan requires long preparation and systematization of ways of putting ideas into practice. Marketing strategies are used to accomplish this.

Marketing is not just about advertising and sales, it is about identifying your customers, exploring their needs, designing a product or service, and selling them. It is a kind of connection between a social enterprise and clients that occurs through marketing communications.

Thus, the social enterprise marketing strategy has two main objectives: to identify and engage with the target audience.

This can only be accomplished through a thorough analysis and selection of influential communication methods. In order to be successful, a social enterprise must develop its own marketing strategy, which will depend on the scope of the enterprise and its features.

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The role of social entrepreneurship in regional development

V. Zelenskyi

Despite the fact that entrepreneurship, in particular small and medium-sized, has become a relatively new (or well-forgotten) phenomenon for Ukrainian society, and a positive and loyal attitude towards it has not yet emerged in society, but the positive consequences of its development make one think about the need to stimulate and give comprehensive support for this type of initiative.

Entrepreneurship has a number of obvious advantages, because enterprises always related with job creation, reducing unemployment, ensuring GDP and budgetary growth, participating in local infrastructure development, and others. In addition, entrepreneurship provides opportunities to realize entrepreneurial, organizational and creative abilities, and accordingly is a platform for the development and implementation of innovations, enhancing the competitiveness of Ukrainian goods and services.

Entrepreneurship, above all, small and medium, helps to increase the size of the middle class, and thus to strengthen social and political stability, as well as faster and more secure integration of the national economy into the global space. Integrated into various associations and unions, entrepreneurs are

becoming a real force capable of influencing political decision-making.

It is also quite normal that entrepreneurship is closely linked to all spheres of society and is one of the most accurate indicators of the economic and social levels of its development. The threat of foreign invasion, the low fighting capacity of the Ukrainian army, the humanitarian catastrophe in the east of the country, thousands of internally displaced persons, veterans, the disabled, the families of fallen combatants, all of these, and many other problems that the state was unable to resolve, prompted changes in the economic and social situation in Ukraine.

Volunteer movement has intensified in the country, and entrepreneurs have become representatives of it. It was the time of starting point of the dynamic development of social entrepreneurship in Ukraine in its modern sense. Social entrepreneurship is an innovative entrepreneurial activity that aims not only to profit from the sale of services and goods, but also to solve social problems in the country.

Entrepreneurs' participation in solving social problems is not a new phenomenon. Many entrepreneurs have done charity and philanthropic activities in the past and this tendency can be observed in the modern society as well. One of the latest trends in business development has been the introduction of a corporate social responsibility model.

Everything looks simple enough, because when a company pursues not only purely commercial goals, it also creates a certain positive image in the eyes of potential consumers

and its own staff. This strengthens the reputation of the company, makes it a successful and recognizable brand, ensures the trust of its target audience, promotes the recruitment and retention of highly qualified employees and enhances their productivity. The company is becoming attractive in the eyes of potential partners. Corporate social responsibility is the next step of business after sponsorship, patronage and donations. Anyhow, it is not yet social entrepreneurship.

Features of social entrepreneurship

There is no single unified view of this phenomenon since there is no law in Ukraine regulating this activity.

Nevertheless, a number of its features are highlighted in scientific works.

First, entrepreneurial initiative should be supported by an innovative and social orientation (Zhohova, 2015; Zahra, Gedajlovic, Neubaum, Shulman, 2009). That is, entrepreneurship can be attributed to social, if the organization's goal is not so much economic as innovative and social, which relates to improving the life of society or solving complex social problems in a new, innovative way, as well as improving the ecological status, development or cultivation of territories, etc. In addition, the condition of self-sufficiency of such an organization must be maintained.

Secondly, social entrepreneurship is different from other types of activities (charitable and social) aimed at social change, a prerequisite for them is systematic and replicable (Saginova,

2012; Bornstein, Davis, 2010). Social entrepreneurs, solving this or that social problem, by their actions not only improve, for example, the position of a particular individual, but also create a new system, a structure that improves the situation of all people who find themselves in a similar situation.

Innovation is defined in the charter the percentage of income that goes to public goals, the proportion of workers from socially disadvantaged people to whom the company provides jobs, as well as activities that can improve people's lives. Unusual mission and goals, new, unknown before methods and principles, characteristics and focus on social impact are inherent in a social enterprise.

Briefly on the history of social entrepreneurship development

The development of social entrepreneurship as an economic phenomenon began in the world from the 1950s to the 1970s (Sotula, 2013; Naumova, 2014), although its origins are found in the first European socio-economic associations of the nineteenth century (cooperatives, charitable foundations, public organizations). To date, all leading countries in the world have already introduced this form of entrepreneurship into the socio-economic sphere of life. This phenomenon began to penetrate into Ukraine thanks to foreign initiatives in the 21st century. However, our state also has examples of widespread financing of social needs of local communities, mainly educational and cultural as individual patrons (Sheptytsky, Tarnovsky, Glibov, the

Khanenko, Tereshchenko, Kharitonenk families), and public organizations. In 2004-2007, the US-funded project "Community Action Network in Ukraine" was implemented, in 2010 - 2013 - "Promoting Social Entrepreneurship in Ukraine" with the support of the British Council and European Funds (Zagajkalo, 2015). In 2013, for the first time, an attempt was made to calculate the number of social enterprises in our country and a Directory of social enterprises of Ukraine and a portal for social entrepreneurship were created on the Internet, a forum for social entrepreneurs was organized and the first attempt was made to introduce legislative regulation of this activity.

However, despite the efforts, social enterprises in Ukraine were few. In 2013, there were 41 social enterprises in our country. The situation has changed since 2014, since the beginning of the war in Ukraine, when internally displaced persons and veterans of war joined the traditionally poorly protected social groups (disabled, ex-prisoners, retired, many women, and students' youth).

Since 2014, trainings, courses and even educational institutions (Ukrainian Social Academy, Kyiv) have appeared for those wishing to start their own business, tenders for grants are announced, and investment programs are established. Active support for promoting social entrepreneurship has been provided and provided by European and North American organizations: Western NIS Enterprise Fund (USA), USAID, Federation of Canadian Municipalities, Eastern Europe Foundation, Eastern Partnership and European Commission Civil Society Forum,

International Organization for Migration, Government Germany and the German Development Bank, the German Community Organization "ChildFund Deutschland", the German non-governmental organization "Stark", the British Council, the Department for International Development of the United Kingdom, the Foundation for British Women, Czech the non-governmental humanitarian organization Human in Need, the Danish Refugee Council, the Swiss Agency for Development and Cooperation.

Methods of researching the level of development of social entrepreneurship in Ukraine

Despite the considerable number of scientific papers devoted to the consideration of theoretical aspects of social entrepreneurship and examples of good practices of this activity, data to accurately assess the role of social entrepreneurship in the development of the national economy and the economy of its regions are still lacking. Official statistics do not disaggregate data on business development models in Ukraine. This complicates and limits the ability of scientists to carry out an in-depth analysis of this phenomenon and its dynamics. The catalog of social enterprises of Ukraine can compensate to some extent for the lack of data, but after 2017, it ceased to be compiled. Therefore, it is necessary to perform large-scale aggregate work with open Internet data.

In the framework of this study, we conducted a content analysis of the Catalog (2017) data, refining the data from the

sites of the specified enterprises, and updating information from other sources of the Internet.

Data from the Catalog (2017) were aggregated by the following parameters: industry structure, form of business organization, size of enterprises, their type and location.

State of development of social entrepreneurship in Ukraine

In 2017, 150 objects were listed in the Directory of Social Enterprises of Ukraine (Catalog of social enterprises of Ukraine, 2016-2017).

The largest number of social enterprises operates in industry, agriculture and trade (Figure 1). Most industrial enterprises are engaged in tailoring, manufacturing toys, working in the food industry, manufacturing wood products.

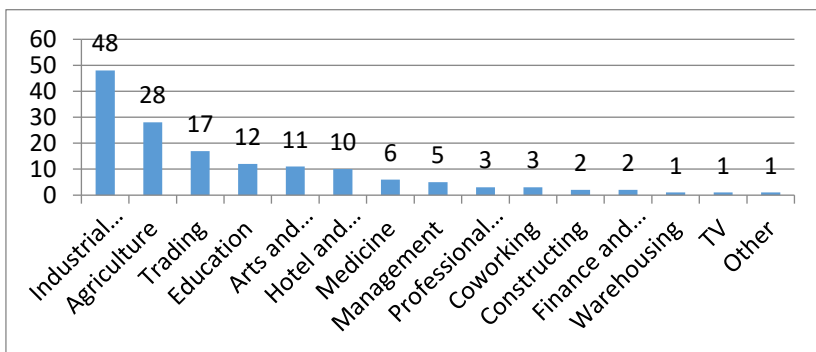


Fig. 1 - Sectoral Structure of Social Enterprises in Ukraine, 2017

Source: completed by the author

Such a structure is more progressive compared to the activity of small and micro-enterprises of Ukraine, which are not social, as it has a production orientation, while trade in the general sectoral structure of small and micro-enterprises prevails.

Social enterprises are mostly represented by micro and small enterprises: most of the enterprises listed in the Catalog employ up to 5 people. 26 enterprises employ 6 to 10 people and 15 officially employ 11-20 people. Only four social enterprises employ more than 100 workers. These enterprises also have volunteer work (10 objects) (Catalog of social enterprises of Ukraine 2016-2017). It is too early to speak about the contribution of social enterprises to the Ukrainian economy, as their share of the small and micro enterprises in Ukraine is negligible - 0.04%.

In the most familiar form to us, social entrepreneurship develops within the activities of non-profit organizations (for example, the Ukrainian Society of the Blind, the Ukrainian Society of the Deaf). Representatives of the target groups for the needs of which the enterprise was created produce goods whose sales proceeds go to the needs of the target group. Another type of social enterprise is ordinary-sized enterprises, which transfer part of their profits to social needs. The third type - enterprises whose activities are aimed at certain social changes in society.

Analysis of the territorial structure of social enterprises of Ukraine

The analysis of the Catalog of Social Enterprises of Ukraine revealed that social entrepreneurship is more widespread in the

east and in the central part of the country (Figure 2). An exception is the Lviv region, which has 15 similar objects. It is also among the priority regions for the development of social entrepreneurship in Ukraine. The absolute leader in the number of social enterprises is Kyiv (31 objects). Regions in which 7 to 9 enterprises operate are Poltava, Donetsk, Kyiv, Kharkiv and Zaporizhzhia regions. For example, there is no such enterprise in Rivne region. If we look at the distribution of social enterprise placements by type of locality, the analysis shows that their activity is aimed at overcoming the problems of the urban population, which more effectively solves them by uniting in unions, public organizations and also in social entrepreneurship.

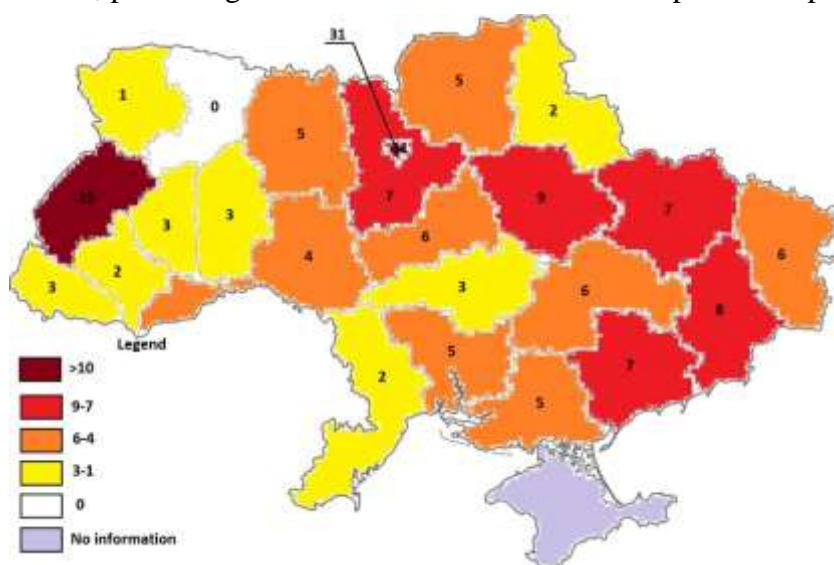


Fig. 2 - Territorial structure of social enterprises of Ukraine

Source: completed by the author

Even the activities of agricultural social enterprises are aimed at solving the problem of providing the urban population ecological-clear products.

Concerning the current territorial structure of social enterprise of Ukraine, several conclusions can be drawn.

First, the phenomenon has so far acquired a small scale. The number of social enterprises is measured not in thousands, or in the tens of thousands, but in units.

Secondly, it is developing more intensively in urban areas. Urban populations are known to be less conservative, more mobile and dynamic. The demographic situation in Ukraine is such that the average age of the urban population is less than that of the rural population. Young people are also more interested in the desire for change, greater social activity, as well as other worldview values, which in the current generation are just in the coordinate system of socially responsible business, environmental technologies and public benefit. This, in our opinion, explains the concentration of the investigated activity in densely populated urban regions.

Third, the regions in which social entrepreneurship has become more widespread almost coincide with the regions with the highest concentration of internally displaced persons. Given the programs implemented by state, international and foreign institutions to integrate internally displaced persons into the economic life of the new region of residence, they have had some consequences. Enterprises were created for them and with their participation.

Fourth, the basis for the development of social entrepreneurship depends to a large extent on the progressiveness of local authorities, their susceptibility to change and innovation, their willingness to support entrepreneurial initiatives. Thus, according to expert surveys (Eremicheva, Guziy, 2018), the idea of setting up such enterprises is different in different regions. The reason is that this activity is not defined or supported at the legislative level. Therefore, the issue of promoting social entrepreneurship remains at the discretion of local authorities, who are not always ready to take responsibility.

Despite the small scale of social entrepreneurship that could demonstrate its impact on regional development, there are striking examples of this impact. Moreover, it is not only limited to economic effects, but also has a striking influence on psychology, behavior, community values, thus causing social impact.

What do we have in the end?

If we analyze all the above, there are many questions that are difficult to answer. There is an impression that in Ukraine, the phenomenon of social entrepreneurship is not only less developed, but there is also no single and clear definition of this phenomenon, which would be spelled out in the laws or legislative acts of Ukraine. Accordingly, such activity is unregulated at the legislative level and is interpreted by each individual in his or her own way.

However, it is only necessary to understand the importance of social entrepreneurship and to promote its development in order to achieve progressive social changes in society.

Finally, here are some results. Despite the difficult conditions for development of social entrepreneurship in Ukraine still has its place and have gained momentum in recent years. At least people are beginning to learn about this phenomenon, its usefulness, and the ability to use it to bring about important social change in society. Accordingly, people's consciousness is slowly changing, which in the future can mean further positive changes in society.

Conclusions

After having analyzed all the above, we can draw the following conclusions:

Social entrepreneurship is a very important and leading factor in the social component of Ukraine. This kind of activity can very easily become a major tool for implementing major social change. All this is simple to explain, because social entrepreneurship has many advantages, besides the things inherent in ordinary enterprises, such as job creation, reducing unemployment, ensuring GDP and budget revenues, participating in local infrastructure development, social enterprises have a clear social action and the invention and implementation of innovation.

This may well be the key to the future development of society. It is worth noting that society is beginning to learn more

and more about social entrepreneurship, its usefulness and the ability to use it to make important social changes in society. Accordingly, people's consciousness is slowly changing, which in the future can mean further positive changes in society.

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Methodology of intellectual property management in creative social entrepreneurship

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O.Ivaniuk*

Introduction

One of the most important social trends of XXI century is development of creative industries as a new business area “which has own origin in individual creativity, skill and talent and which has a potential for wealth and job creation through the generation and exploitation of intellectual property” (Higgs, Cunningham, and Bakhshi). The world booming creative economy is mostly a result of the success stories of different social enterprises. The creative social industry brings significant added value to the economy, provides millions of jobs and generates great social impact. In recent years it comprises such economic activities as art, crafts, design, fashion, film, music, digital media, advertising, publishing, R&D, software, toys and games, TV and radio, education, housing development, architecture, engineering, etc. For instance, the most promising examples of such business model all around the world are Artists for Humanity (USA), Porto Digital (Brazil), Nesta (UK), Earthen Symphony (India), Indego Africa (Uganda), Greg MacGillivray (USA), SoHarlem boutique

(USA), The People's Cook (USA), Me to We (Canada), Ashoka (USA), Grameen Bank (USA), Babban Gona (Nigeria), and Goodwill (USA).

Creative social enterprises solve the variety of local problems and challenges, stimulate community collaboration and youth leadership. However, while “the social entrepreneur is primarily interested in pursuing innovative solutions to social problems, the creative social entrepreneur is concerned first and foremost with the creation and exploitation of creative and intellectual capital” (Trapp). Thus, one of the biggest challenges that creative social enterprises face is the lack of entrepreneurial knowledge or know-how regarding intellectual property protection and management. Actually, many creative social enterprises still are not ready to operate with intangible assets and often find difficulties to value, monetize, and sell intellectual products. This chapter is an attempt to deepen into the issues of intellectual property management methodology.

Methods

The thesis uses a set of general and special methods of scientific knowledge, in particular induction, deduction, analysis and synthesis – to substantiate the theoretical and methodological base of the research; expert polls – to assess the success of IP management tools; scientific abstraction – to summarize research findings and formulate conclusions.

Results and discussion

Following to the results of more than 50 years of world scientific researches, we can assume that the crystallized terminological apparatus and complex united methodology of intellectual property management in the context of creative social entrepreneurship still has not been achieved. In particular, linguistic and contextual search in the subject fields "intellectual property management" on the multilingual portal of terminology of the World Intellectual Property Organization, WIPO Pearl, which provides access to scientific and technical terms, does not provide relevant results for the query "social entrepreneurship". The visualization of the key issues in terms of general management theory is better, but basic definitions do not always mutually correlate (sometimes even contradict each other).

This means that the formation of a thesaurus of intellectual property management in the creative social entrepreneurship sector - as a system of concepts for orientation in the subject area - is at an early stage (Fig. 1).

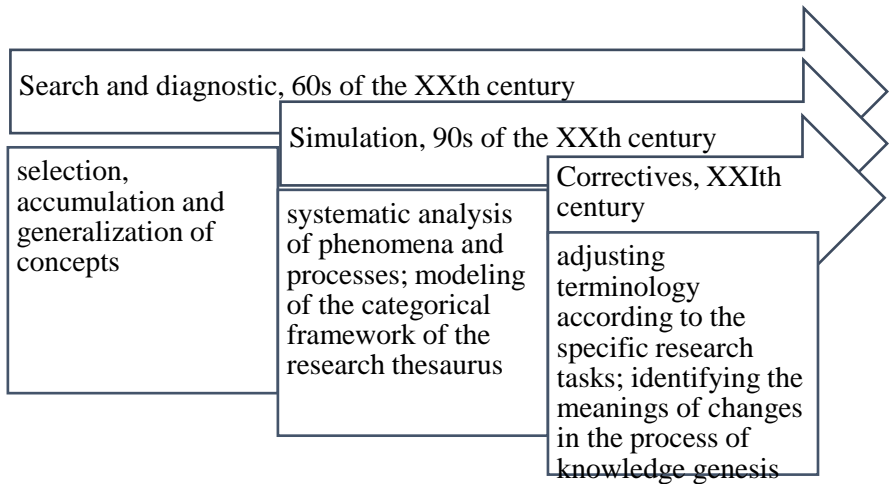


Fig. 1 - Stages of formation of the categorical apparatus of intellectual property management in creative social entrepreneurship

Source: formed by the authors

Analysis of articles, monographs, dissertations on the theory of intellectual property management in creative social entrepreneurship in terms of the genesis of the concept, the duration of their consolidation, depth and relevance to real socio-economic relations proves that the priorities of disciplinary thesaurus nowadays are: the leveling of conflicts between different contexts (such as philosophy, law, economics, management, sociology, psychology, history, computer science etc.), and streamlining terminology in the direction of eliminating logical errors and contradictions in the definitions.

A special task for the IPM methodology is to adapt foreign experience, in particular for the domestic segment of researchers

from developing countries. More than 70% of the terms of the field are of European origin. For instance, in Ukraine the comprehensive, systematic studies of the issue have not been conducted. At the same time, the transfer of experience is slow and situational, given the lack of formal research institutes for the social context of intellectual property management and communication channels for the apologists of the topic. As a result, contradictions arise even at the stage of formation of maternal categories and multiply, getting to contexts. In particular, there is still no consensus on the interpretation of the category of "intellectual property management", which is determined by researchers from the standpoint of process (as a transformative effect of creative activities), function (as an impact on people creating and maintaining intellectual products) and system approach (as management of the structure that carries out the development and / or use of intellectual property rights). Moreover, within each individual approach, disputes arise over the details of objectives, procedures, algorithms, principles and control mechanisms, etc.

For example, the representatives of the process approach consider from three to twelve stages of transformation of the intellectual products into an object of intellectual property rights (Fig. 2).

1. Introduction of intellectual property management into the planning system	
2. Inventory of intellectual property portfolio	
3. Marketing analysis	
4. Identification of the required objects of intellectual property rights	
5. Creation of an object of intellectual property rights in the process of R&D / acquisition	
6. Providing legal protection	
7. Assess the potential effectiveness of the facility	
8. Registration of the object	
9. Commercialization	
10. Taxation of intellectual property transactions	

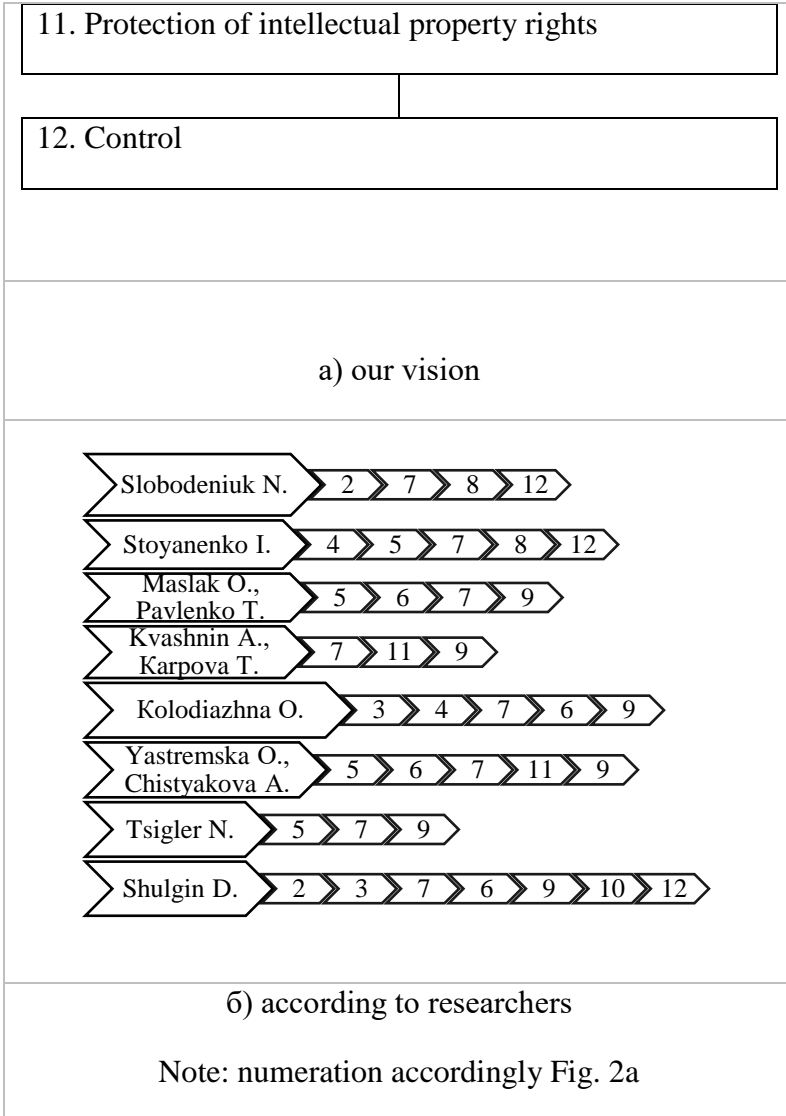


Fig. 2 - Stages of intellectual property management according to the process approach

Source: formed by the authors

All the proposed options are combined by the logic of the value chain from generation to commissioning of an intellectual product, but there is no single position on the order of deployment and the number of phases. There are five most common stages identified by researchers. For the subjects of management in the sector of creative social entrepreneurship these stages will require the following actions:

1. Complete inventory of the intellectual property portfolio. It is extremely important to make an inventory of intangible assets on the balance sheet, with the allocation of intellectual property and verification of their correctness.

2. Expert assessment of the economic efficiency of intellectual property, based on the results of legal, technical and commercial examinations. Assessment of the value of intellectual property rights will provide an opportunity to: learn about the costs of creating, acquiring legal protection and maintaining the validity of intellectual property rights; estimate the amount of cash flows that can generate these objects and determine the prospects for investment; set the price at which you can sell the rights to the intellectual property object or transfer the rights under the license agreement. The organization of effective use of intellectual property can be achieved by: making the valued objects in the authorized capital of venture enterprises; assignment of rights to intellectual property; conclusion of license agreements for the use of intellectual property, including the agreements with foreign partners.

3. Ensuring accounting and taxation of intellectual property. The procedure for managing intellectual property rights should be carried out with proper advice on accounting and taxation. The account of the results of intellectual activity, received at the expense of budgetary funds, needs special attention. At present, traditional methods of estimation and measurement, based on accounting principles, have largely ceased to be adequate to today's conditions. Thus, often patents and licenses are recorded in accounting documents not in accordance with their real value, but only in terms of the cost of their registration. This estimation does not correspond to the real current expenses. Some objects of intellectual property rights are not reflected in the balance sheets at all. Thus, the old methods of economic valuation and accounting are in conflict with modern practice. The real state of affairs requires new approaches to measuring economic factors.

4. Formation of mechanisms of legal protection of intellectual activity results. The rapid growth of the importance of intellectual activity in the development of society exacerbates the problem of creating a reliable and effective system of protection and defense of intellectual property rights. Protection and defense are not identical actions, because, firstly, they have different goals, and secondly, they are carried out by different organizational structures. Protection (registration of rights with the issuance of a protection document) is handled by patent authorities, and defense (in case of violation of these rights) - by administrative and judicial authorities. Intellectual property

management must include rules and plans for resolving intellectual property disputes through negotiation, litigation, or alternative procedures in accordance with national and international law. At the same time, it is important to keep in mind that ensuring compliance with legal rights to intellectual property will lead to costs, sometimes quite significant.

5. Monitoring the effectiveness of intellectual property management. An integral part of skilled intellectual property management is the development of criteria for measuring the effectiveness of management, the level of knowledge of intellectual property managers, the cost of maintaining a portfolio of intellectual property and related legal rights, the cost of patent research and technological audit, the cost of commercialization intellectual property and technology transfer, etc.

There is no single position among supporters of the functional approach as well. Thus, many scientists, based on the classical interpretation of A. Fayol, argue that in the management of intellectual creativity, managers must perform the functions of: 1) motivation (establishing the development of intellectual creativity); 2) planning (development of the content and sequence of procedures by analyzing situations and environmental factors, forecasting, evaluation and optimization of alternatives to achieve goals); 3) organization (coordination of actions necessary for technical, production, economic, financial development of intellectual property rights due to: construction of organizational structure, definition of tasks, implementation of the selection procedure, establishment of subordination and relationships,

determination of personal responsibility of officials); 4) control (observation of the procedures of the previous stages, detection of deviations and search for opportunities to eliminate them).

Some scientists interpret the list of functions more detailed. Thus, in addition, they consider the functions: 1) search for the necessary resources to create an object of intellectual property rights; 2) regulation (ensuring the development of intellectual activity in accordance with the developed programs); 3) implementation (realization of activities related to the planned transfer of the object); 4) accounting (ensuring the collection and systematization of information on the dynamics, status and trends of creative activity); 4) regulation of processes and development of accompanying documentation - cards of the inventor and innovator, cards of issue of the security document, cards of inventory and the account of object of intellectual property, cards of the account of expenses for payment of duties on applications for objects of intellectual property; 5) protection (implementation of various types of legal relations to ensure the protection of intellectual property rights in accordance with applicable law); 7) communication (ensuring the interaction of subjects of intellectual activity); 8) integration (association of stakeholders). A successful attempt to generalize such additional functionalities was made in the study of A.V. Chistyakova (Table 1). However, from our point of view, these positions actually duplicate the main functions of classical management, and the level of detail of some of them differs significantly, which raises the question of the

feasibility of developing algorithms and timing of their implementation.

Table 1.

Matrix of intellectual property management functions

Management functions		General management functions			
		Planning	Organization	Motivation	Control
Specific management functions	Management of generation (creation) of intellectual property	Development of creative activity strategy	Forming a team and defining responsibilities	Development of organizational culture	Definition of strategy indicators
	Management of acquisition (registration) of intellectual property rights	Formation of the list of works with definition of necessary resources (information, human, money, time)	Obtaining security documents, inventory and accounting	Moral and material stimulation	Monitoring the validity of property rights

	Management of realization of rights (exploitation and commercialization of IP)	Technological audit and patent research	Valuation of intellectual property rights, registration of contractual relations, organization of commodity- markets, trademark	HR-management, implementation of collective rights management practices	Audit the effectiveness of the use of intellectual property and market agreements
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Source: formed by the authors

Classifications seem more rational, based directly on the functions of intellectual property, without which the management of intellectual property loses its focus, in particular as O. Vydyakina, I. Solska and A. Komkov did, based on the model of Leontiev. The technological function of intellectual property (as a tool of ensuring technological advantage over competitors) should be based on systemic actions to establish service the main and auxiliary production processes. The implementation of the legal function (intellectual property as a tool of ensuring the security of business) is carried out by organizing a mechanism for legal support of the subject's position in a competitive environment. The economic function (intellectual property as a tool of capital management) can be realized by ensuring the capitalization of ideas in the value of marketable products, which requires control over the expenditure of funds. Sociological function (intellectual property as a tool of identifying business in the minds of consumers) is realized through the formation and implementation of an effective brand strategy. Providing a

psychological function (intellectual property as a tool of forming corporate culture in the business environment) involves accounting, control and motivation through material and moral stimulation of the inventors. The organizational function of intellectual property provides the overall integration of the previous six.

However, it should be noted that there are few adherents of this logic of building intellectual property functionality. Experts point out that it requires too narrow specialization of managers, as it is assumed that the functions will be performed by specialists in technological audit, patent research, legal protection and commercialization of intellectual property separately. Thus, the application of a functional approach is also met with skepticism by certain members of the research community.

Critics of process and functional approaches forces researchers to think more broadly, considering the management of intellectual property as a system of related diverse elements, united by a common goal of effective transformation of flows of intellectual resources to meet needs of society. According to the new vision intellectual property management is characterized by the following features: a) integrity (fundamental impossibility of reducing the properties of the system to the sum of the properties of its constituent elements); b) configuration (the ability to describe the system through the establishment of its structures, networks of connections and relationships); c) hierarchy (each component of the system, in turn, can be considered as a system);

d) nonlinearities (there are inverse relationships in the system between variables in time and space); e) openness (the system is not isolated from the environment); f) fractalization (multivariate functioning and development); g) dissipation (constant variability of the system, its interaction with the external environment); g) multiplicativeness (positive and negative effects of the functioning of components in the system are endowed with the multiplication of the property); h) sociality (building relationships in the system based on common interests, motives, needs); i) innovation (the ability to mobilize innovative resources to achieve strategic and tactical goals of the system).

Defining the categorical apparatus of intellectual property management, supporters of the system approach pay attention to the specification of objects and subjects of intellectual property management, goals, objectives, principles, functions and methods of management, features of the management decision-making process. However, while some researchers focus on determining the composition of the elements of the system and the set of relationships between them - a descriptive approach (Fig. 3), others explore its relationship with the environment and its role in higher-level systems (constructive approach).

Constructivists, in particular, consider the system of intellectual property management as a subsystem in the general system of innovation management, separating and distinguishing its elements from the subsystems of knowledge management, intellectual potential management, intellectual capital management, creativity management, etc. (Table 2). At the same

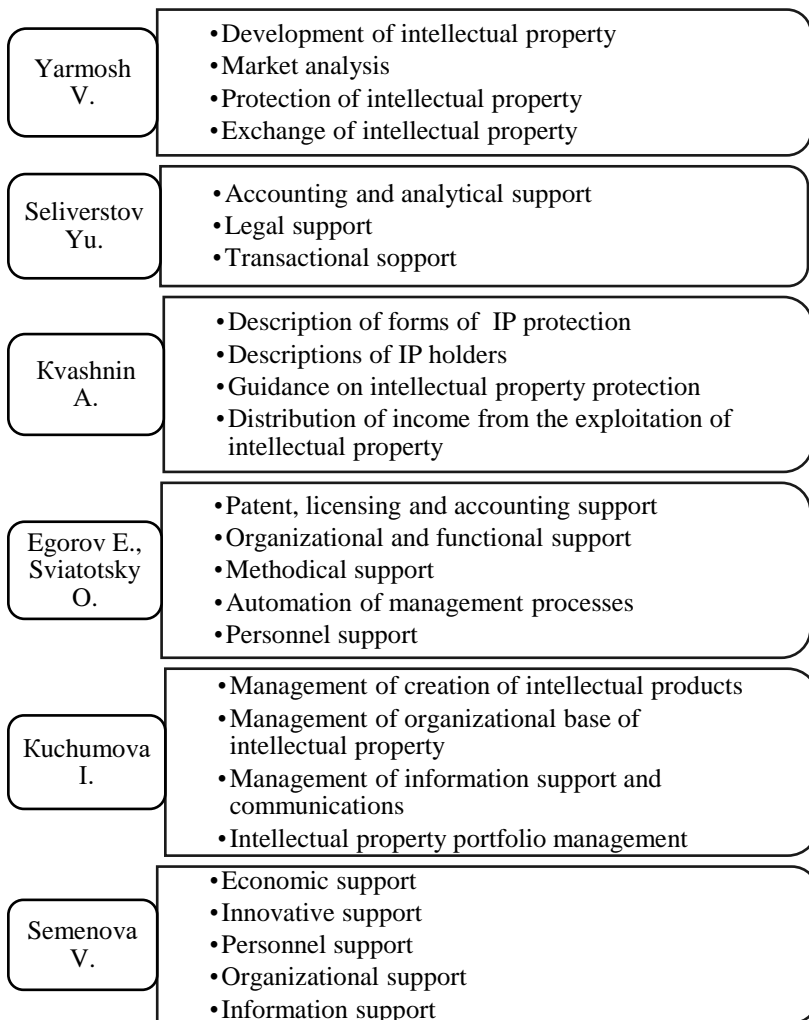


Fig. 3 - Structuring the management subsystems of the intellectual property management system within a descriptive approach

Source: formed by the authors

Table 2.

Comparative analysis of the intellectual property management system from the standpoint of a constructive system approach

Elements of the intellectual property management subsystem	Similarity / difference (+/-) elements of correlating subsystem in the general system of management (M)			
	Knowledge M.	Intellectual potential M.	Creativity M.	Intellectual capital M.
Management goals	-	-	-	+
Principles of management	+	+	+	+
Objects of management	-	-	-	-
Subjects of management	-	+	+	+
Management functions (general, specific)	+,-	+,-	+,-	+,-
Efficiency criteria (quantitative, qualitative)	-,-	+,-	+,-	+,-
Management methods	-	-	-	-

Source: formed by the authors

time, a significant part of the proposed definitions differs in a certain tautology, which creates information noise.

Constant attempts to clarify the concepts and build their subordination turn into ambiguity of the main theoretical provisions, contradictions and general methodological uncertainty in the field of intellectual property management. In particular, the characteristics of management objects are carried out from the standpoint of three aspects: the type of object (operation, project, and system), functional areas of the object (marketing aspects, production, financial, personnel, etc.) and levels of the object of management (enterprise, association, state as a whole, etc.). This means that the objects of management can be industries, territorial communities of people, individual stages and characteristics of the reproduction process, aspects of intellectual activity, types of resources, according to the subjects of management. They can include people or groups of people, exercising managerial influence at the system. At the same time, among modern researchers (especially Ukrainian ones) only few people go beyond the micro level of management, limiting themselves to the study of intellectual property management systems of business structures. The only exceptions are the works of P. Soloshenko, A. Shaikhatdinov and V. Orlov, which are one of the few to promote the concept of state management of intellectual property in Eastern European science, referring to the work of American experts in public administration.

One of the most problematic aspects of the formation of the categorical apparatus of intellectual property management is

the definition of the element "management mechanism", as its definitions in most cases emphasize the structure and instrumental part, theoretically not revealing the essence of the concept (M. Vachevsky, L. Pyzhova) or doing it in focus, in the chosen context (definition of the economic mechanism of intellectual property management by T. Pavlenko, the financial mechanism of intellectual property management by Y. Borko, mechanism of risk management of intellectual property by Lukichova L. and A. Kharina). The proposed approaches mainly involve the development of tactical and operational measures, while the programs of strategic and regulatory management of intellectual property (aimed at developing and implementing a philosophy of management) are currently absent.

So far, no consensus has been reached according which management practices can be considered as successful and how to define the concept of management effectiveness. In particular, the effectiveness of the implementation of organizational and economic mechanism of intellectual property management is proposed to be classified by consequences (economic, social); by the level of resonance of the effect (local and national); by the degree of impact (primary / single effect / multiple-repeated); by method of measurement (absolute and comparative), etc. The system of performance indicators, which is focused on the micro level, does not meet the requirements of the importance and complexity of evaluation, relevance of the system of indicators of nature and content of management, compatibility and lack of duplication, clarity and comparability, the optimal composition of

evaluation indicators. Evaluation criteria and methods have not been defined. Thus, some researchers of the effectiveness of management to such criteria include purely economic: the cost of forming a portfolio of intellectual property and the consolidation of related legal rights, the profitability of individual intellectual property, the cost of implementing an innovative project aimed at creating intellectual property objects, commercial profitability of an innovative project with the use of intellectual property objects, part coverage of world markets by patenting intellectual property, revenue from the sale of licenses for the costs of development and legal protection of intellectual property, the complexity of the process of creating intellectual property (Egorov E.); growth of market value of business due to the use of intellectual property, the share of intellectual property and intangible assets in the capital of the enterprise (Gusakovska T.); indicators of financial support of the intellectual property management process, which characterize the structure of sources of intellectual property portfolio, the availability of loans, the size of long-term liabilities, capital and financial investments, the level of absolute and current liquidity (Ilyina I.).

Other scholars study the problem more comprehensively, analyzing integrated indicators that, in addition to economic, are based on the assessment of human and social capital. In particular, V. Semenov to the criteria of efficiency of intellectual property management includes indicators of innovation potential development: technical condition of equipment, level of its physical and moral wear, possibilities of reprofiling for new

products, level of mechanization and automation of production, level of information support. K. Karnaukh also offers to analyze the effectiveness of the organizational structure: the presence and results of special design, patenting and engineering departments, the mobility of the organizational structure, the possibility of innovative transformations and creation of intellectual property, the level of material and moral encouragement of inventors. P. Tsybulov separately considers the personnel component: the presence of researchers, technicians and other staff, the level of staff training for the creation and use of intellectual property. However, the single generally accepted list of indicators is not defined by any standards. In addition, the calculation base is a significant problem, as many scientists do not consider integrated indicators when assessing the effect of the use and transfer of intellectual property on the basis of individual components (including the benefits of a monopoly on a new product or new technology).

Those nuances sometimes seem like casuistry, play on words, and a waste of time, but only until you realize that the lack of a common thesaurus does not allow you to effectively link management objectives with the tools to achieve them. Proponents of the process approach, in particular, will try to use management resources to implement benchmarking or reengineering of business processes (Business Process Reengineering), management methods by objectives (Management by Objectives), total quality management (Total Quality Management), Schuhart-Deming cycle method (PDCA),

the method of "six sigma"; supporters of the functional approach will prefer the methodology of administrative management (Administrative Management System); proponents of a systems approach - strategic management tools such as Scandia navigator, IC-index technique, value chain scoreboard, Intellectual Capital Accounts method, VAIC (Value Added Intellectual Coefficient) method, Tobin coefficient analytics, balanced scorecard methods (Balanced Scorecard), Sullivan's method, etc. As a result, the uncertainty of the method choice calls into question of the possibility of achieving the goals.

The macro-level system of intellectual property management is even less researched. Here all the mentioned above problems are exacerbated by the increasing complexity of the tasks of public management of intellectual property. Management on this level requires taking into account (in addition to financial costs and human resources) the impact of political decisions and public reactions to the distribution of intellectual property rights, especially on objects to which shared regimes apply (the managerial dilemma of "emotional" intellectual property).

Modern intellectual property management in the field of creative social entrepreneurship implements, to some extent, all the approaches reflected in the known concepts of management, but the choice of programs and strategies is intuitive rather than conscious, given the general theoretical and methodological problems of management and lack of comprehensive research on the specifics of the industry.

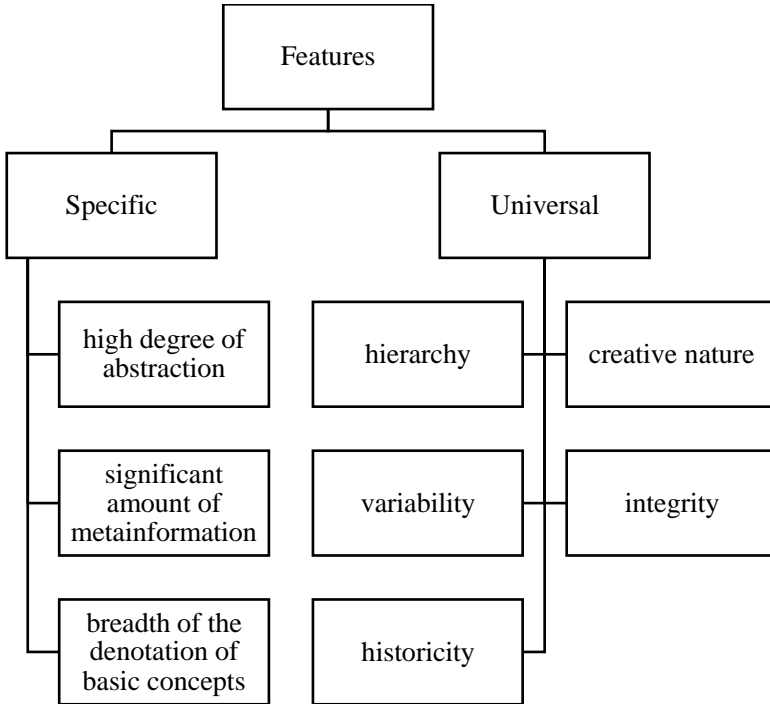


Fig. 4 - Features of the categorical apparatus of the theory of intellectual property management in the context of creative social entrepreneurship

Source: formed by the authors

Characteristic features of the elements of the specific categorical apparatus are the following (Fig. 4): 1) incomplete set of generalized features that determine the denotation of basic concepts, and, as a consequence, the presence of a wide range of objects that satisfy the relevant essential features; 2) terminological polysemy and a significant amount of metainformation (as "components of the presentation of the

researcher's personality") in the conceptual apparatus due to the transdisciplinary methodology of research of intellectual property relations; 3) a high degree of abstraction of concepts given the intangible form of intellectual property; 4) the ability of the subject of management to move to the status of the object.

Conclusions

Prospects for improving the scientific thesaurus of the theory of intellectual property management in creative social entrepreneurship are to harmonize the basic terminology for professional use with emphasis on clearly defining the content of concepts, reflecting their subordination and application, building a single, universal model.

In turn, the concretization of the content of definitions requires the choice of the initial conceptual scheme for solving the outlined problem at the initial stage. For a long time, the prevailing doctrine that served as the basis for solving this problem in the world was (neo) classical vector with methodological individualism as the main principle of implementation of economic decisions. However, with the acceleration of scientific and technological progress, the complexity of relations in economic systems has reached a level where the influential theories of the past are already insufficiently satisfying researchers.

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