

enterprises are able to achieve economic stability thanks to state programs to support entrepreneurship, international aid and direct grants, risk diversification, and adaptation of business models, which has allowed SMEs to resume operations and lay the foundation for post-war growth.

Keywords: financial stability, Ukrainian enterprises, risk management, state support.

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TRENDS IN THE DEVELOPMENT OF SOCIAL ENTERPRISES AS A TYPE OF VETERAN BUSINESS

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Анотація. Метою статті є вивчення та аналіз сучасних тенденцій розвитку соціального підприємництва у контексті залученості ветеранів. Важливими об'єктами аналізу є бізнеси та підприємства, створені або керовані ветеранами і які зосереджуються на реінтеграції військових у суспільство. Методологія дослідження базується на емпіричних методах дослідження та порівняння і на теоретичних методах аналізу та ідеалізації. Отримані результати статті свідчать про необхідність та ефективність поширення досвіду успішних соціальних підприємств, їх популяризації та підтримки у суспільстві.

Ключові слова: ветерани, ветеранський бізнес, соціальне підприємство, реінтеграція.

Introduction. The difficult socio-economic situation caused by the full-scale russian invasion raises several serious problems. Among the many new challenges are the complexity of doing business, physical danger to people and the country, physical and emotional risks for the soldiers, the difficult process of returning veterans to society, and many others. Identifying common aspects of these problems is an important part of solving them effectively. In Ukraine, the complexity of reintegrating veterans and supporting their families is expected to increase, requiring the involvement of economic resources and specialists [1, p. 18]. Similar studies in the field of social entrepreneurship in general and the creation of veteran businesses in particular were conducted by Bondarevskaya K. (2025), Ushenko N. (2025), Petrunenko I., Zlobin D. (2025), Verbytska A., Nahorna N., Dyvnych H. (2024) and others, but there is still a need for further research into issues in this area. It is necessary to determine what social enterprises are most effective in solving the problems described, how existing enterprises are helping, and what similar initiatives can be implemented in new projects. It should be noted that the existence of certain problems in society always encourages socially active people to take the initiative, unite like-minded people around them, and direct their resources toward solving specific problems. Often, such activity manifests itself in the form of social entrepreneurship, which allows one to work on solving the problem, ensuring the initiative's profitability, and engaging more people.

Key findings of the study. The presence of social problems in Ukrainian society motivates veteran entrepreneurs to get involved in solving these problems by starting their own businesses, which provides additional motivation to ensure the profitability of their entrepreneurial activities. This is reflected in the definition of the mission and goals of the business, the formation of the expected social impact, and the assessment of its achievement. The basic motivation for creating social enterprises is to establish a business that simultaneously solves problems of value to society and the public, which distinguishes this type of business from the usual one and is operated by people who are motivated by a personal priority of community service and its implementation

through the operation of their own business [2, p. 53–54]. Social entrepreneurship is a complex structure that, on the one hand, defines the mission and direction of an enterprise and, on the other hand, the nature of its business processes. In other words, social entrepreneurship is a modern approach to the functioning and activities of both commercial and non-commercial organizations. Based on the theoretical grounding of the essence of social entrepreneurship, Table 1 identifies its key features, particularly in the context of veterans' business development.

Table 1

Features of veteran social entrepreneurship

№	Key feature	Essence of the feature
1st	Clear social orientation	Addressing social issues in society while achieving social missions, such as reintegrating war veterans into civilian life
2 nd	The principle of social responsibility	Implementation of socially significant projects, provision of social services, and formation of an ethical, honest, and inclusive business culture
3 rd	Innovative focus	Development and implementation of innovative approaches and tools in the course of activities
4 th	Combination of social and financial components	Professional adaptation of war veterans and development of socially oriented entrepreneurial initiatives

Source: [1]

The effectiveness of social entrepreneurship as such is evidenced by the 2024 World Economic Forum report, which analyzed global data from more than 80 countries for the period 2013–2023. The economic impact is evidenced by accumulated global data on the operation of approximately 10 million social enterprises worldwide, which generate approximately two trillion US dollars in revenue annually and employ approximately 200 million people [3]. Unfortunately, this report does not consider Ukraine's experience in social entrepreneurship, so its findings are difficult to compare with the Ukrainian experience. Instead, it is worth paying attention to the research conducted by the Ukrainian Veterans Fund, a state institution under the Ministry of Veterans Affairs. This fund acts as a state provider of services for the reintegration of veterans into productive civilian life [4]. In its third online survey of military personnel, the fund consistently finds that more than half of respondents are confident that they want to start or return to their business and run their own business [5]. It is expected that a certain number of these businesses are or will be planned as social enterprises, as this will allow veterans to stay in touch after returning to civilian life and help each other adapt to it. For example, since 2018, the social enterprise UVV Engineering in Vinnytsia has made its mission to create jobs or help demobilized veterans and their families start and run their own businesses as a way of socio-economic adaptation. The enterprise was engaged in the development of urban space, concrete products for road safety, alternative energy, and construction [6]. Unfortunately, the Russian invasion brought its employees back to war, and the enterprise is currently not operating. Another social enterprise that is currently helping veterans reintegrate into society is the Woodluck social workshop. Initially, this enterprise employed men who had undergone rehabilitation from alcohol and drug addiction in rehabilitation centers in Lviv, and now they also help veterans find employment. In addition, the enterprise participates in several charitable projects and provides its services to them [7]. There is a clear tendency for social entrepreneurship to become increasingly popular in society during wartime, especially among veterans. Among the positive steps taken by the state in the context of supporting veterans and veteran businesses, it is worth noting the decision of the Verkhovna Rada of Ukraine to adopt as a basis the draft Law of Ukraine «On Veteran Enterprises» according to which veteran enterprises are proposed to be considered a form of social enterprise [2, p. 54]. Moreover, Ukraine currently has many grant, competition, and charitable programs to support veterans and veteran businesses, created on a public and private basis. A list of the largest ones is provided in Table 2.

Table 2

Programs and initiatives to support veterans and veteran-owned businesses

№	Name of the program and its initiator	Program description	Amount of assistance
1 st	The grant for veterans and their families. The program is initiated by the government and relevant agencies	Grant for starting or growing a veteran-owned business. Grants are available to veterans and their spouses	Up to 1 million UAH
2 nd	Grants for starting your own business. Initiated by the government and relevant agencies	Grant for starting or developing your own business	Up to 250,000 UAH
3 rd	Grant for a garden. Initiated by the Ministry of Agrarian Policy	Grant for the development of private horticulture, berry growing, and viticulture	Up to 400,000 UAH per hectare
4 th	Grant for a processing enterprise. Initiated by the Ministry of Economy	Grant for the creation or development of processing industry production	Up to 16 million UAH
5 th	List of programs and competitions «#Varto» initiated by the Ukrainian Veterans Fund	Various programs to assist in starting a business, retraining, personal support for veterans, etc	Up to 1 million UAH

Compiled by the author based on [8, 9].

It is already possible to state that veteran-owned businesses contribute to the return of former military personnel to active life in the community. Working in their own business or in a team of other veterans provides a sense of belonging and team spirit similar to that in the military, but in a peaceful context. This helps veterans relieve the psychological stress of the transition period and utilize the skills they have acquired. In addition, such businesses often interact with the civilian population, which helps to overcome the «military-civilian» barrier. Veterans are no longer perceived by society as a separate group, but instead become entrepreneurs and employers around whom people gather [10, p. 203]. For example, Veterano Pizza restaurants have brought together veterans and people without war experience in their teams, creating a space where everyone is equal and works toward a common goal. Veteran Ihor Chepizhko took advantage of the #Varto 2.0 program and obtained additional funding to launch the Veterano Pizza delivery service under the Veterano Group brand. Thus, the private initiative of brand founder Leonid Ostaltsev in 2015 marked the creation of one of the most popular Ukrainian veteran businesses, which continues to thrive and expand to this day [11]. In the context of veteran reintegration, this is a model of micro-integration, which on a societal scale means a gradual reduction in social tension and prejudice towards military personnel. In the case of the Veterano Group brand, this means that some of the staff are veterans, while others are civilians. Veteran social enterprises also very often take on the problems of their comrades, such as employment for people with disabilities or prosthetics, psychological support, skills development, etc. As a result, they complement or even replace state social services, acting as guides for veterans in their transition to civilian life. The social integration of veterans through business leads to the strengthening of civil society, as it creates a layer of active citizen leaders who are highly motivated and trusted by the community because they defended the country at the cost of their lives and are now learning to solve socio-economic problems. The effect of cooperation between the state, communities, and business makes veteran social enterprises an important sector of the social economy, creating opportunities for the formation of social capital. To create an effective system for the long-term reintegration of military personnel and veterans, it is important to apply a comprehensive approach and improve coordination between stakeholders, which can be achieved by creating a model that involves all stakeholders [12, p. 54].

Conclusions. The current state of social entrepreneurship in Ukraine shows a clear upward trend, as people are uniting around common problems and making efforts to solve them. Social

enterprises are naturally the most effective, albeit not the easiest, way to implement these efforts. Veteran social enterprises often serve as starting points in this context, where people see the direction of the work and can join in, even in a minimal way, simply by using the services of a particular enterprise. Thus, veteran social entrepreneurship is a promising tool for solving both the social and economic challenges facing Ukraine. Research has shown that veterans who receive support in starting their own businesses successfully reintegrate into the economy, create jobs for themselves and others, and promote a culture of responsible business, as demonstrated by the entrepreneurial experience of veterans since 2014. The successful reintegration of veterans through social entrepreneurship can transform a significant portion of the working-age population from welfare recipients to active market participants. Further research on this topic should focus on ways to disseminate the experience of veteran social enterprises, options for spreading information about existing public and private initiatives to support veterans, and other ways to help.

Abstract. The purpose of this article is to study and analyze current trends in the development of social entrepreneurship in the context of veteran involvement. Important objects of analysis are businesses and enterprises created or managed by veterans that focus on the reintegration of military personnel into society. The research methodology is based on empirical research and comparison methods, as well as theoretical methods of analysis and idealization. The results of the article indicate the necessity and effectiveness of disseminating the experience of successful social enterprises, promoting them, and supporting them in society.

Keywords: veterans, veteran business, social enterprise, reintegration.

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