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SOCIAL ENTREPRENEURSHIP AS THE BASIS OF SOCIAL RESPONSIBILITY OF ENTERPRISES IN THE CONTEXT OF DIGITAL TRANSFORMATIONS BASED ON THE MECHANISM OF CROSS-SECTORAL INTERACTION

Statement of the problem. The current stage of socio-economic development of Ukraine's regions is characterized by a significant level of income and living standards differentiation, as well as access to basic social and infrastructure services. One of the most promising ways to solve this problem is the concept of social entrepreneurship, which involves the development of the third sector of the national economy, represented by non-governmental and non-profit business entities.

The formation and development of this concept is largely determined by the presence of a number of significant contradictions in the economic development of a country or region. In particular, we are talking about the contradiction between: deepening social differentiation within the liberal model of economic development and the inability of the state to expand the coverage of the population with social programs, guarantees and services; the inability of market mechanisms to increase the redistribution of resources for social purposes and the processes of commercialization of the main areas of social services (education, health care, social security, etc.); the crisis in the development of corporate social responsibility models and the growing need for individuals to participate independently in solving socially significant social problems; the lack of cost-effective modern forms of socially oriented self-organization and association of citizens within a liberal market economy and the need to create stable, efficient, development-capable business entities operating in socially oriented activities on a non-profit basis.

The purpose of the article is to identify objective prerequisites, promising directions and key problems of the process of digital transformation of social business.

Analysis of recent research and publications.

The development of the social entrepreneurship concept

is influenced by the changing needs of society and emerging challenges.

In the works of Parhankangas, Annaleena [11]; Gupta, Parul [4]; Sainaghi, Ruggero [13], social entrepreneurship was considered as a factor that emphasizes the integration of environmental issues and entrepreneurial practice that reflects social goals. This approach was formed as part of the development of the concept of "sustainability" (Belz, Frank Martin [1]; Johnson Matthew P., [5]).

The development of social entrepreneurship has been affected by the COVID-19 pandemic [15]. The pandemic has necessitated the need to respond to this challenge within the framework of the development of such areas as "smart city" (Ghazal et al. [3]; Castelnovo et al. [2]; Kaika [6]), with an emphasis on the strategic importance of urban spaces and user-centeredness in solving social problems, especially in the field of healthcare.

Contribution to the main research material. In general, the concept of social entrepreneurship has been evolving, combining several points of view and adapting to the current challenges of regional and national development. This is due to the changes in the socio-economic and environmental spheres observed in the process of adapting social entrepreneurship in the region and allows us to identify a number of criteria that complement this theory in terms of its economic essence (Fig. 1).

1. Focus on creating social value. The goal of social entrepreneurship is to create social value. This social value is created as a response to a certain demand of society that cannot be satisfied by the relevant government agencies, organizations, institutions, and enterprises. Social enterprises actually perform a part of government functions.



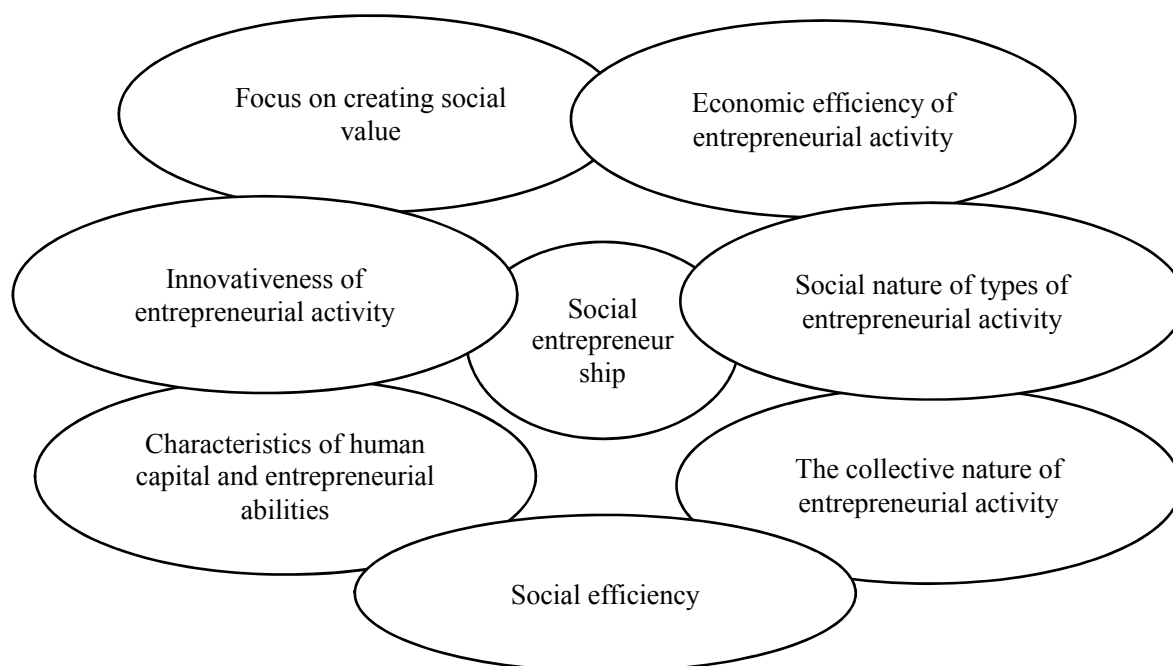


Fig. 1. Criteria defining the essence of the concept of “Social entrepreneurship”

2. Characteristics of human capital and entrepreneurial abilities. Social entrepreneurship is primarily a professional activity of an individual or a group of individuals who have personal and business qualities that allow them to formulate an original idea, mobilize resources, organize the process of economic activity, assess operational risks and implement a socially oriented entrepreneurial initiative.

3. Economic efficiency of entrepreneurial activity. The economic activity of a social enterprise is carried out on the basis of full self-sufficiency and economic efficiency. Profit is no longer the ultimate goal of the enterprise.

4. Collective nature of entrepreneurial activity. Regardless of the organizational and legal form and other factors, social entrepreneurship is a practically realized, self-reproducing idea that unites a significant number of stakeholders, represented by founders, consumers, labor collective, suppliers and other contractors, creditors, etc.

5. Innovation of entrepreneurial activity. The innovative nature of social entrepreneurship is manifested in the non-standard approaches used at the stage of formulating a business idea.

6. Social effectiveness. The social effect is manifested in: job creation; formation and development of civil society institutions; increasing the number of available types of social services; reducing social tensions, etc.

7. Social nature of business activities. The types of business activities that social enterprises can carry out are located in both the production and non-production sectors of the economy. These can include social services to the population: health care, vocational training and retraining, social protection, out-of-school

education, child and elderly care, assistance to low-income people and people in difficult life situations.

Thus, social entrepreneurship is a multifaceted activity through which individuals or groups seek to create social value centered around a social mission. The main goal of social entrepreneurship is to solve social problems and create positive changes in society through entrepreneurial activity, with the focus on creating social value rather than personal enrichment. Thus, social entrepreneurship acts as a change agent in the social sector, emphasizing the creation of social value rather than profit.

The effectiveness of entrepreneurial activity largely depends on the development of the regional business environment. Business operates under conditions that have formed and continue to form an environment that is a combination of different actors and forms of relations, i.e. the activities of business structures are significantly influenced by elements of the environment.

It is impossible to analyze the performance of enterprises in Ukraine based on social entrepreneurship, as there are currently no analytical data and statistical sources.

According to the analytical report, as of 2020, about 1,000 companies were operating in this area in Ukraine, which is an 82% increase since 2015. This growth was driven by society's response to the socio-economic crisis caused by political factors and the military conflict in eastern Ukraine. These factors have led to the emergence of a new category of people in need of social support and deterioration of economic indicators. The development of these phenomena has expanded the need to use a tool that could partially solve

a number of social problems and use a new approach to solving social problems – social entrepreneurship.

In Ukraine, social entrepreneurship is a fairly new practice of entrepreneurship development. The lack of sufficient experience and proven models with a high potential for effective replication and scaling determine the relevance of the study and foreign experience in the development of social entrepreneurship to determine directions for its adaptation, taking into account current trends in regional development.

In developed countries, social entrepreneurship redistributes surplus resources of certain regions, industries, segments of the population and individuals to the most relevant ones in terms of current social needs. In today's conditions, the Ukrainian economy is experiencing a shortage of energy resources, has an inefficient industrial base, and destroyed infrastructure, and social entrepreneurship is becoming one of the few alternatives to create new jobs and organize social services in the region (Fig. 2).

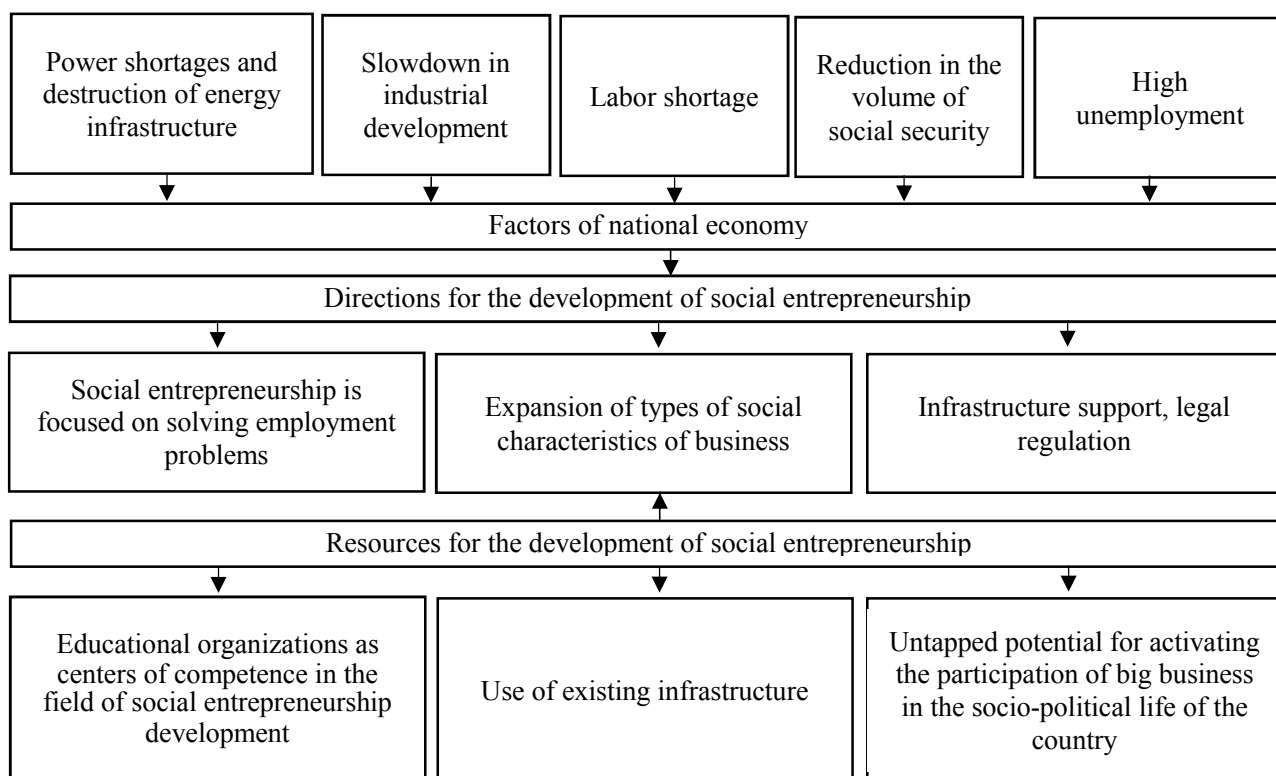


Fig. 2. Main characteristics of social entrepreneurship development in Ukraine

Given the great potential of this form of business organization, it is possible to obtain a significant socio-economic effect. Small investments, government support, and significant economies of scale will allow to achieve the appropriate result [6; 17].

Social entrepreneurship can help solve employment issues, which will lead to increased business activity in the region's economy in such areas as retail, services, and agriculture. The social orientation of entrepreneurship will reduce the level of socio-economic depression by solving the problem of unemployment.

Infrastructure support and legal regulation play a significant role in the implementation of social entrepreneurship. However, the lack of clear legislative regulation limits its further development. An analysis of attempts to legalize social entrepreneurship indicates the need for continuous improvement of legislation and support for initiatives in this area. It should also be noted that financial resources are a priority condition for the development of social entrepreneurship.

Thus, it can be noted that the analysis, systematization and generalization of foreign experience in the development of social entrepreneurship will allow to identify potentially effective areas of development of the legislative framework for social entrepreneurship, to identify potentially effective mechanisms of its state support.

Figure 2 shows promising areas, as well as existing opportunities and resources for adapting certain foreign practices of social entrepreneurship in Ukraine by stimulating the social orientation of enterprises in terms of promptly obtaining the effect of the development of this area through its activation. In other words, social entrepreneurship is carried out through social enterprises that aim to solve social problems along with making a profit.

It is important to adapt social enterprises to the conditions of digital transformation. Identification of new economic trends and reduction of time for decision-making on enterprise management in the context of

digitalization allows the use of such a mechanism as the formation of a cross-sectoral ecosystem.

To increase the efficiency of social enterprises, it is advisable to develop a new management model that requires the introduction of digital technologies, taking into account the cross-sectoral nature of the provision of social services and production of goods.

The tools that should be used in the process of transforming the model of adaptive management of enterprises in the changing digital environment include:

- development of cross-industry cooperation, which allows enterprises to gain access to new knowledge and competencies necessary for successful operation in a dynamic market;
- creation of an ecosystem that increases the competitiveness of enterprises in the global market, as it allows them to join forces to create unique offers;
- researching technological advantages in manufacturing aimed at assessing the potential of new technologies, such as artificial intelligence, robotics and big data, to optimize production processes;
- implementation of end-to-end digital technologies, which stimulates the development of

innovations as it creates a platform for experimentation and rapid testing of new ideas.

The process of forming an industrial cross-sectoral ecosystem is a process that involves the use of organizational, legal, technological, financial and economic instruments.

The model of adaptive management of social enterprise development in the context of digitalization based on the mechanism of cross-sectoral interaction is shown in Fig. 3.

The introduction of digitalization in the social sphere leads to the emergence of new forms of cooperation between social enterprises, production enterprises and the complication of existing forms of business organization at all levels. This leads to the emergence of cross-sectoral cooperation, i.e., the interaction of different spheres and sectors of the economy, which is based on the creation of new business models and is implemented in a single information space based on the principles of digital transparency. Cross-industry ecosystems are created under the influence of the digital transformation of the social sphere and can be the most effective organizational and economic unit of network interaction.

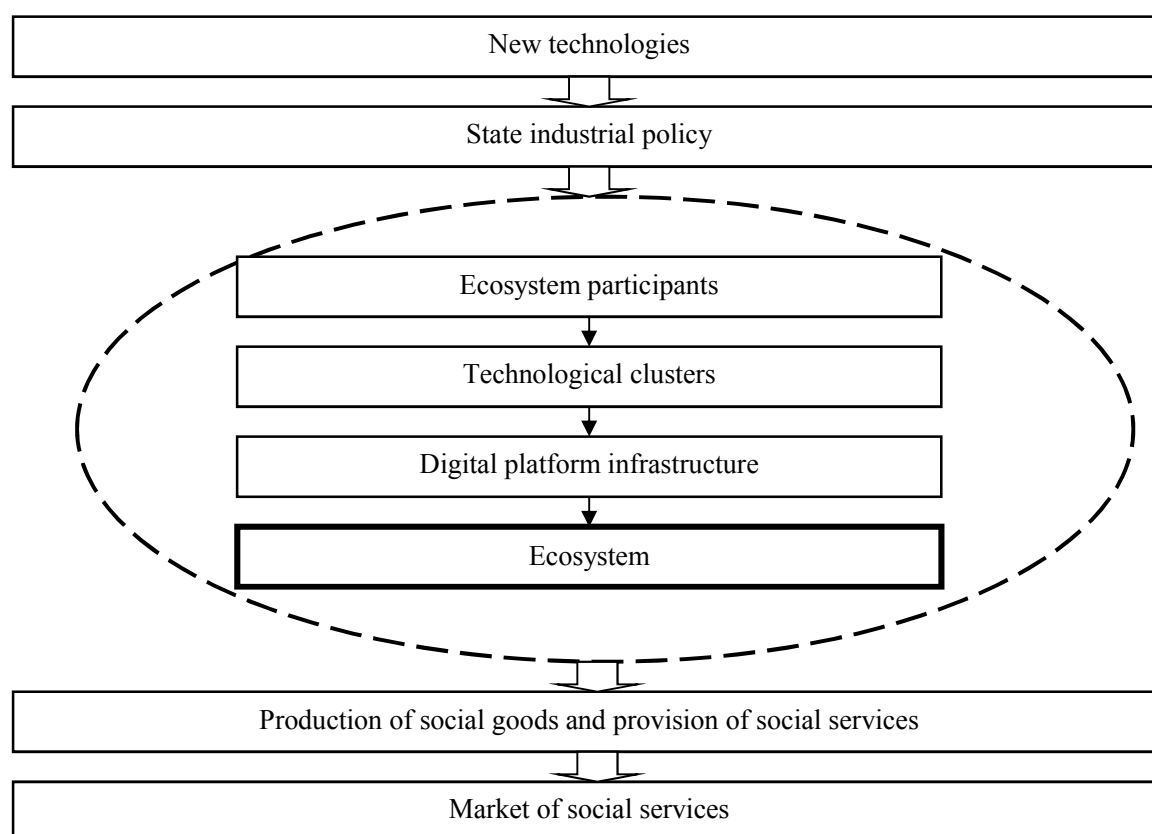


Fig. 3. Ecosystem model of adaptive management of social enterprise development in the context of digitalization based on the mechanism of cross-sectoral interaction [8; 18]

An integral condition for the effective functioning of the model of managing the development of social enterprises in the context of digitalization based on the mechanism of cross-sectoral interaction is the

participation of the state as an entity that implements social policy and manages the development of business systems by creating a favorable legislative environment

that regulates the activities of social enterprises and encourages investment in the social sector.

A digital platform that brings together social enterprises, investors, volunteers and other stakeholders in a single space for cooperation, exchange of experience and search for new opportunities is a tool for creating cross-sectoral ecosystems for social entrepreneurship development.

The digital platform of a cross-sectoral ecosystem is a global information platform that enables networking of entities from different industries and sectors of the economy within the ecosystem, generation of innovative business models, launch of end-to-end digital processes at the intersections of traditional industries, and provision of organizational and economic tools and services to its participants.

Scaling up digital ecosystems will require a digital platform to provide speed, as well as to combine data from connected products, assets, people and processes. Digital platforms solve the problem faced by most companies - processing a large amount of data that can be used to create consumer profiles of users, study their preferences, and predict their behavior, thereby enhancing the capabilities of social entrepreneurship in the market and creating conditions for their development [10].

The participants of the digital platform are: state executive authorities; business structures; research institutes and social enterprises; educational organizations; development institutions and financial organizations; small innovative enterprises and startups; and public organizations.

A cross-sectoral ecosystem is a mechanism for the strategic development of the social sphere and the economic sector that ensures inter-sectoral interaction of social enterprises, business structures, research and educational organizations of various departmental subordination, whose activities are coordinated by state executive authorities in cooperation with development institutions, ensures the interaction of ecosystem actors in a single digital space, and provides participants with tools and services for the implementation of innovative projects.

The distinctive features of the ecosystem model of adaptive management of the development of social entrepreneurship enterprises in the context of digitalization based on the mechanism of cross-sectoral interaction are the characteristics of the ecosystem, which:

- acts as a mechanism for the strategic development of various sectors of the economy and ensures cross-sectoral interaction of participants in order to achieve a synergistic effect from joint activities. The ecosystem is a subject of social and industrial policy, but it also performs the functions of an executive or regulatory body;

- provides equal access to resources and opportunities to participate in complex scientific and technological projects for both public and private organizations. This ensures equal participation of

innovation initiators at all stages of the product life cycle;

- allows to obtain perfect information in the context of the industry and market “online”. The implementation of the digital transparency principle will allow tracking the entire value chain of each type of product and service sold by ecosystem participants [12].

In the process of developing and implementing an ecosystem model of adaptive management of the development of social entrepreneurship enterprises in the context of digitalization based on the mechanism of cross-sectoral interaction, the shortcomings of the current model and external processes affecting the industrial complex as a whole should be taken into account.

The ecosystem model of cross-sectoral interaction can be an effective mechanism for ensuring the strategic development of social entrepreneurship enterprises in the context of digital transformation.

The transition to an ecosystem model of managing the development of social entrepreneurship enterprises in the context of digital transformation will allow for a consolidated social and industrial policy.

For a successful transition to a management model based on the mechanism of cross-sectoral interaction, it is necessary to ensure the formation of the organizational structure of the digital platform of the cross-sectoral ecosystem, which will have the potential to scale to other high-tech industries or facilitate their emergence. In this regard, in order to create conditions for increasing the efficiency of the ecosystem model implementation, there is a need to study and clarify the impact of digitalization processes on the adaptive management of a social entrepreneurship enterprise (Fig. 4).

The suggested scheme makes it possible to define and identify digital technologies that are aimed at improving the effectiveness of adaptive management, taking into account the impact of digital transformations on the activities of a social enterprise. This scheme reflects the direct relationship between technological and digital transformations, built on a structural and functional basis, where the principle of systematic study of the basic components is laid down as a typology.

The implementation of the ecosystem model by the restoration of Ukraine's economy based on the use of digital platforms will lead to an increase in its technological sovereignty and economic security of social entrepreneurship enterprises. The introduction of cross-sectoral ecosystems will help to intensify the innovative development of social entrepreneurship enterprises.

The implementation of cross-sectoral interaction of social entrepreneurship enterprises is based on the construction of a digital platform. The attractiveness of platforms for social entrepreneurship enterprises is determined by the set of tasks it allows to solve. First, it serves as a technological basis for performing various functions, such as organizing production, sales, resource

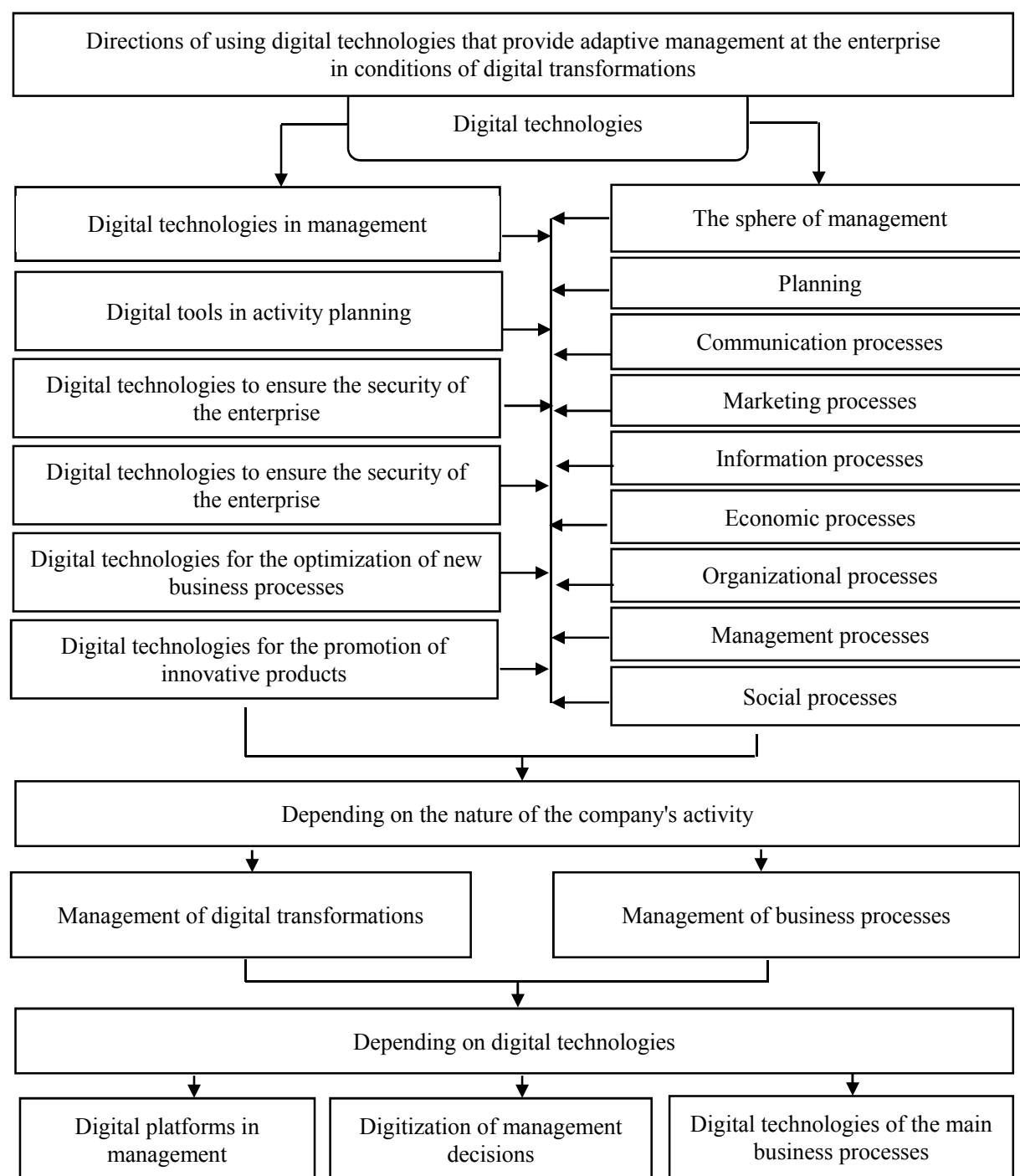


Fig. 4. The relationship between digitalization and adaptive management of a social enterprise in the context of digital transformation

management, etc. Secondly, it acts as a market intermediary, reducing transaction costs and simplifying interaction between different market participants [14].

The main groups of platform participants interact with each other and benefit from minimizing transaction costs (e.g., when searching for partners, goods, services, organizing payments, concluding contracts, monitoring the fulfillment of agreements, assessing the reputation of industry participants, etc) (Fig. 5).

Successful interaction between the participants of a digital platform creates direct network effects, i.e., an increase in the value of the product provided by the platform as the number of users of this product grows (for example, the number of users of a social network largely determines its success), as well as cross (two-way) network effects, when the presence of one group of platform users increases the value of the product for another group [7; 9].

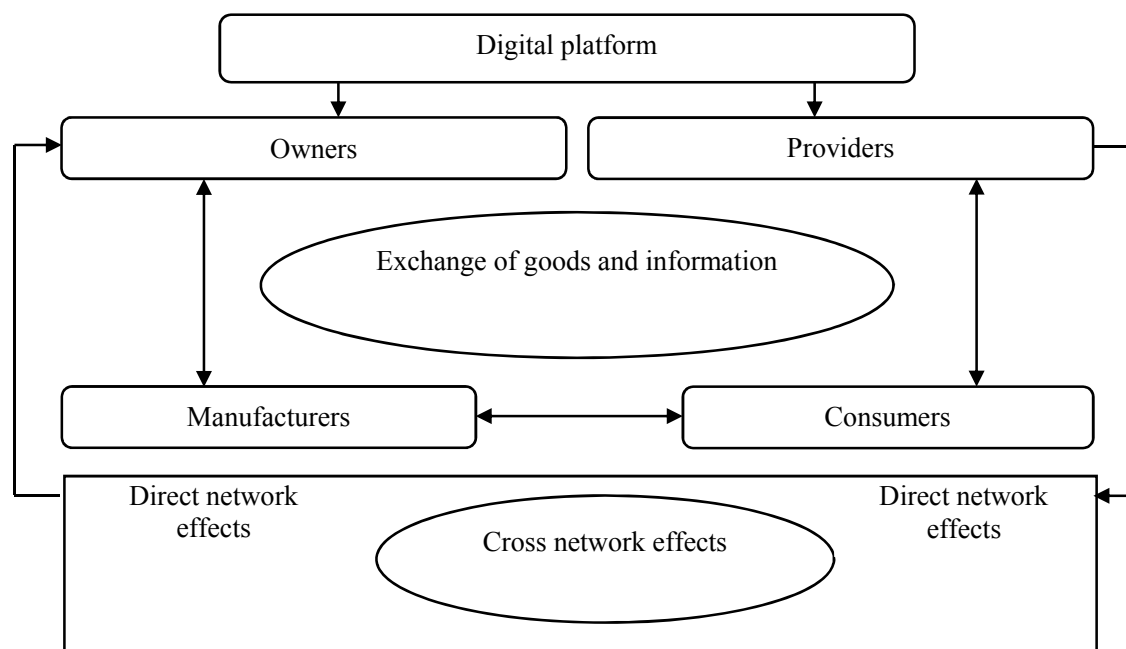


Fig. 5. Interaction between participants of a digital platform

We believe that cross-sectoral interaction of industrial enterprises based on the use of a digital platform will lead to:

- optimization of business processes at enterprises;
- increase competitive advantages for producers of goods and services;
- increase the transparency of communication with customers through network effects.

The formation of ecosystems based on digital platforms increases competition and cooperation between industrial enterprises.

Enterprises can use digital platforms to

- interact with other enterprises by creating joint ventures, consortia to develop new products, services or enter new markets;
- interaction within the enterprise, which allows creating a single digital space for discussing business issues, holding online meetings and collaborating in real time
- increasing labor productivity through the implementation of project management systems that ensure a clear distribution of tasks, monitor deadlines and promote effective teamwork;
- search for new suppliers in the domestic market, which provides access to large databases of Ukrainian producers and suppliers of goods and services;
- search for consumers in the foreign market, which ensures the adaptation of offers to the needs of specific audiences;
- obtaining consulting services that cover a wide range of areas, from strategic planning and marketing to financial analysis and human resources management;
- stimulating networking, namely, building strong relationships with potential partners, clients, and investors.

The main advantage of using an ecosystem model based on a cross-industry mechanism based on digital platforms is its versatility in terms of industry. The digital ecosystem platform unites all participants regardless of territory or industry. The digital platform can integrate with existing government IT platforms and various technology clusters. It can be supplemented with other tools as the ecosystem develops.

Thus, digital platforms act as a driver that contributes to the competitiveness of industrial enterprises. The potential of platforms allows enterprises to increase productivity and simplifies the process of entering foreign markets.

Conclusions. Thus, social entrepreneurship in the context of digital transformation is becoming increasingly important as a tool for achieving sustainable development and solving social problems. It not only generates profits but also creates a positive social impact, contributing to community development and improving the quality of life. Cross-sectoral collaboration is a key factor in the success of social entrepreneurship in the digital era, which combines the efforts of different sectors, uses innovative technologies and creates partnerships, allowing social enterprises to expand their impact, achieve synergies and more effectively address complex social issues. Digital transformation promotes the formation of cross-sectoral ecosystems where social enterprises, technology companies, investors and other stakeholders come together to create innovative solutions. This provides social enterprises with new opportunities and allows them to improve their performance by automating processes and collecting and analyzing data to make informed decisions, expanding access to markets by creating online platforms for selling goods and services,

attracting new customers and partners, and increasing social impact by using digital tools to engage the public, mobilize resources, and monitor social change.

Special attention in the development of social entrepreneurship should be given to the state, which should create a favorable legislative environment by

simplifying the procedure for registering and doing business for socially oriented enterprises, providing tax benefits and other incentives, supporting financially through grants and encouraging banks to provide access to credit lines at preferential interest rates, and encouraging investment in social enterprises.

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Коритко Т., Пілецька С. Соціальне підприємництво як основа соціальної відповідальності підприємств в умовах цифрових трансформацій на основі механізму міжгалузевої взаємодії

Збереження та примноження добробуту суспільства – це завдання, яке в сучасних умовах необхідне сполучати з заходами, що сприяють зниженню соціальної напруженості та диференціації у суспільстві. В умовах цифровізації економіки суспільство вимагає від бізнесу усвідомленого підходу до вирішення соціальних проблем, розвиненого почуття громадянської відповідальності стосовно інших соціальних груп. Підприємництво – один із найважливіших соціальних інститутів сучасності. Воно здатне сприяти державним структурам у вирішенні соціальних проблем шляхом розвитку інфраструктури регіону, роботи із малозабезпеченими групами населення. В сучасних умовах в Україні поширення соціального підприємництва носить фрагментарний характер та перебуває на початковій стадії розвитку. Безумовно, загальна цифровізація економічних процесів не може не торкнутися соціальної сфери підприємництва, у зв'язку з чим актуалізується завдання пошуку найкомфортнішої моделі цифрової трансформації.

Інноваційний феномен соціального бізнесу визначає вибір методів проведення дослідження на користь інструментів трансформації класичних бізнес-моделей у умовах цифрової економіки, а також методичних та організаційних аспектів функціонування суб'єктів соціального підприємництва. Методологія загальнонаукового пізнання дозволяє сформулювати авторський підхід до теоретичного та методичного обґрунтування моделі цифрової трансформації соціального бізнесу.

Обґрунтовано необхідність створення якісної інституційної бази для становлення соціального підприємництва та окреслено кроки для розвитку соціальних підприємств для виконання ними соціальної місії. Отримані результати можуть бути використані для зміцнення взаємин держави, бізнесу та суспільства, що стане новим драйвером економічного розвитку у умовах цифрової трансформації.

Ключові слова: соціальне підприємництво, цифровізація, міжгалузева взаємодія, соціальна відповідальність, цифрові трансформації.

Korytko T., Piletska S. Social Entrepreneurship as the Basis of Social Responsibility of Enterprises in the Context of Digital Transformations Based on the Mechanism of Cross-Sectoral Interaction

The preservation and multiplication of the welfare of society is a task that in modern times should be paired with measures that contribute to the reduction of social tensions and differentiation in society. In the context of the digitalization of the economy, society requires from business a conscious approach to solving social problems, a developed sense of civic responsibility in relation to other social groups. Entrepreneurship is one of the most important social institutions of our time. It is able to assist state structures in solving social problems by developing the infrastructure of the region, working with low-income groups of the population. In modern conditions in Ukraine, the spread of social entrepreneurship is fragmented and is at the initial stage of development. Undoubtedly, the universal digitalization of economic processes cannot but affect the social sphere of entrepreneurship, in this regard, the task of finding the most comfortable model of digital transformation is actualized.

The innovative phenomenon of social business determines the choice of research methods in favor of tools for the transformation of classical business models in a digital economy, as well as methodological and organizational aspects of the functioning of subjects of social entrepreneurship. The methodology of general scientific knowledge will allow to form the author's approach to the theoretical and methodological justification of the mechanism of digital transformation of social business.

The need to create a high-quality institutional base for the development of social entrepreneurship is substantiated and steps are outlined for the development of social enterprises to fulfill their social mission. The obtained results can be used to strengthen the relationship between the state, business and society, which will become a new driver of economic development in the context of digital transformation.

Keywords: social entrepreneurship, digitalization, cross-sectoral interaction, social responsibility, digital transformation.

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