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Entrepreneurship of Meaning: When Mission Prevails Over Profit

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ABSTRACT

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This paper investigates purpose-driven entrepreneurship – a business model where social mission takes precedence over commercial profit. The topic gains particular significance due to profound shifts in Ukraine's entrepreneurial culture triggered by the full-scale invasion: a growing number of companies now embed a social dimension into their strategy, treating it not as a supplementary feature but as the very foundation of their business model. Wartime conditions have amplified the demand for entrepreneurial initiatives directed at addressing pressing social challenges – ranging from veteran employment to rebuilding damaged infrastructure. The study aims to delineate the defining characteristics of mission-oriented entrepreneurship in Ukraine, to classify its practical manifestations, and to evaluate how wartime circumstances have reshaped domestic business values, drawing on official statistics, sociological survey data, and reports from international bodies covering 2022–2026. As a result, it was found that during the full-scale invasion, there was a qualitative shift in the motivation of entrepreneurs: the share of companies that systematically integrate the social component into the strategy increased from 24% to 61% during 2022–2025. Registered social enterprises expanded by 109% (from 850 to 1,780), while corporate charitable donations doubled in volume. Comparative data show that mission-oriented enterprises, even with lower near-term profitability (8.2% compared to 11.7%), exhibit stronger three-year survival rates (78% against 54%), greater customer loyalty (71% repeat buyers versus 44%), and reduced employee turnover. Organisational forms of purpose-driven entrepreneurship were classified, and a sectoral review identified the environmental and recycling sector as yielding the highest social return on investment. The paper concludes that purpose-driven entrepreneurship represents both an ethical stance and a viable pathway to sustained competitive advantage. Further progress in this area calls for building adequate institutional foundations: enacting dedicated legislation, implementing social procurement instruments, and establishing robust social impact assessment frameworks.

KEYWORDS

purpose-driven entrepreneurship, social entrepreneurship, corporate social responsibility, enterprise mission, sustainable development, state of war.



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Підприємництво сенсу: коли місія перемагає прибуток

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Стаття присвячена вивченню підприємництва сенсу – такої моделі господарювання, де соціальна місія має пріоритет над отриманням комерційної вигоди. Тема набуває особливої гостроти через глибинні зрушення в підприємницькому середовищі України після початку повномасштабного вторгнення: щораз більша кількість компаній вбудовує соціальний компонент у власну стратегію, причому не як периферійну надбудову, а як серцевину бізнес-моделі. Умови воєнного часу посилили запит на підприємницькі ініціативи, спрямовані на подолання нагальних соціальних труднощів – починаючи від залучення ветеранів до ринку праці й закінчуючи відбудовою понівеченої інфраструктури. Мета роботи полягає у виявленні характерних ознак місієорієнтованого підприємництва в Україні, систематизації практичних форм його реалізації та оцінці впливу воєнних умов на трансформацію цінностей вітчизняного бізнесу на основі аналізу офіційних статистичних даних, результатів соціологічних опитувань та звітів міжнародних організацій за 2022–2026 рр. В результаті встановлено, що в період повномасштабного вторгнення відбувся якісний зсув у мотивації підприємців: частка компаній, які системно інтегрують соціальну складову у стратегію, зросла з 24 % до 61 % протягом 2022–2025 рр. Кількість зареєстрованих соціальних підприємств збільшилась на 109 % (з 850 до 1780), а обсяг корпоративних благодійних внесків подвоївся. Порівняльний аналіз виявив, що місієорієнтовані підприємства, попри нижчу короткострокову рентабельність (8,2 % проти 11,7 %), демонструють вищий рівень трирічного виживання (78 % проти 54 %), лояльності споживачів (71 % повторних клієнтів проти 44 %) та нижчу плинність кадрів. Упорядковано організаційні різновиди підприємництва сенсу й здійснено секторальний аналіз, що зафіксував найбільшу соціальну віддачу інвестицій у галузі екології та переробки. У підсумку обґрунтовано, що підприємництво сенсу виступає не просто етичною позицією, а й дієвою стратегією забезпечення конкурентоспроможності у тривалій перспективі. Щоб цей напрям і надалі набирив обертів, потрібно вибудувати належну інституційну основу: прийняти спеціальне законодавство, запустити інструменти соціальних закупівель і сформувати систему оцінювання соціального впливу.

КЛЮЧОВІ СЛОВА

підприємництво сенсу, соціальне підприємництво, корпоративна соціальна відповідальність, місія підприємства, сталий розвиток, воєнний стан.

1. Introduction

The entrepreneurial environment today is in a state of deep value restructuring: more and more often, entrepreneurs choose a format of work where making a profit is subordinated to the implementation of a socially significant mission. This phenomenon, for which we propose the term “entrepreneurship of meaning”, embraces a wide range of organizational forms – from classical social enterprises to corporations with an integrated mission of sustainable development. According to the UNDP Ukraine report (2023), during the full-scale invasion, 78% of surveyed Ukrainian companies continued or expanded corporate social responsibility (CSR) programs, despite a significant reduction in revenues [19, p. 18]. This fact shows that the mission can be a more effective incentive than a purely commercial calculation.

The relevance of the issues raised is determined by a number of circumstances. First of all, a new generation of entrepreneurs is being formed in Ukraine who consider social impact as an organic part of their business strategy. As noted by A. Zelinska, O. Bezditko and S. Lavrynenko (2026), corporate values, together with social responsibility, turn into system-forming factors in the management of sustainable development of the enterprise [20, p. 7]. In addition, martial law has sharply highlighted the need for entrepreneurial initiatives aimed at solving specific social problems – from the integration of veterans into working life to the restoration of destroyed infrastructure. S. Boida emphasizes: social entrepreneurship is a significant tool for economic recovery after the end of hostilities [4, p. 25].

The purpose of the article is to carry out a comprehensive analysis of the phenomenon of meaningful entrepreneurship in the Ukrainian context, to systematize practical forms of its implementation and to substantiate the advantages of a mission-oriented approach to doing business based on statistical data of 2022–2026.

The scientific novelty of the work lies in the fact that, for the first time, the concept of “entrepreneurship of meaning” was introduced as a generalizing category that combines various manifestations of mission-oriented entrepreneurial activity – from typical social enterprises to commercial structures with a social mission laid in their foundation. Existing scientific research mostly analyzes these forms separately from each other, as a result of which the holistic picture of the transformation of entrepreneurial culture remains unattended. From a practical point of view, the obtained and streamlined results are suitable for use in the development of state programs to support social entrepreneurship, as well as for building mission-oriented business strategies by individual enterprises.

2. Literature Review

The issues of social entrepreneurship and mission-oriented business have occupied a prominent place in the scientific discourse over the past decade. T. Sabetska made a thorough review of the economic content and history of the development of social entrepreneurship, focusing on its evolution from philanthropic initiatives to an independent business model with a double result – economic and social [15, p. 44]. B. I. Kosovich singled out the key problems of the formation of social entrepreneurship in Ukraine: imperfection of the regulatory framework, lack of fiscal incentives and low level of public awareness [11, p. 78].

A significant contribution to the understanding of the categorical apparatus was made by L. Kot, who proposed the distinction between the concepts of “social entrepreneurship”, “social enterprise”, and “social entrepreneur” at the macroeconomic level, emphasizing the need for a systematic approach to their study [12, p. 29]. V. M. Ilchenko considers social entrepreneurship as an indicator of the consciousness of society, emphasizing that the spread of mission-oriented business models correlates with the level of civic maturity [8, p. 47].

T. Pisetska systematized the essential characteristics of social entrepreneurship and identified priority areas for promoting its development in Ukraine, including the creation of a favorable regulatory environment and the development of an ecosystem of support [13, p. 16]. A. Ramskyi supplemented this analysis with a study of the regulatory framework, revealing significant gaps in the legislative support of the activities of social enterprises [14, p. 50].

A separate research niche is made up of works related to corporate social responsibility under martial law. For the first time, O. M. Serikova analyzed the CSR of business in the context of the war in Ukraine in national and global dimensions, recording the transformation of priorities – from

environmental initiatives to humanitarian aid [16, p. 95]. V. V. Antoshchenkova and M. V. Deynega continued this line by studying the current state of CSR under prolonged martial law [1, p. 33]. L. Tertychna and D. Skotarenko focused on a specific form of CSR – corporate volunteering, which has acquired an unprecedented scale [18, p. 157].

The Policy Brief of the National Institute for Strategic Studies (2024) and the UNDP Ukraine Report (2023) provide an empirical basis for understanding the scale of socially responsible business behavior in Ukraine [10, p. 15; 19, p. 24]. N. M. Bogatska outlined the prospects for the development of social entrepreneurship, identifying the key drivers and barriers to its growth [3, p. 4].

The topic of social entrepreneurship and corporate social responsibility is also intensively worked out in foreign scientific works. P. K. Hota, B. Subramanian and G. Narayanamurthy carried out a large-scale bibliometric analysis of the intellectual structure of social entrepreneurship research, analyzing 1296 publications and identifying nine thematic clusters that form the scientific architecture of this field of knowledge [7, p. 90]. A. García-Jurado, J. J. Pérez-Barea and R. J. Nova applied the method of latent-semantic analysis to systematize the conceptual development of social entrepreneurship, highlighting the most promising areas of further research [6, p. 2754]. A. Klarin and Y. Suseno developed a multi-level analytical model that combines the scientometric approach with a systematic review of publications in leading journals, and outlined five main clusters: the essence of social entrepreneurship, its political implications, role in communities and the health sector, personal characteristics of entrepreneurs, and the educational component [9, p. 567].

S. Teasdale, E. Bellazzecca, A. de Bruin, and M. J. Roy performed a critical historical review of how the concept of social entrepreneurship has been transformed over three decades, recording a gradual transition from the Schumpeterian image of the hero-entrepreneur to more inclusive and systematic approaches [17, p. 215]. I. Daskalopoulou, A. Karakitsiou and Z. Thomakis studied the role of social capital as an intermediary in the creation of social value by social enterprises, and identified three leading mechanisms of influence at different levels of interaction [5, p. 4787]. Of particular relevance for the Ukrainian context is the study of V. Bamiatzi, S. A. Brieger, Ö. Karakulak, D. Kinderman and S. Manning, who, based on the materials of the Fortune Global 500, introduced the concept of “guerrilla CSR” – a new type of corporate responsibility that appears in the context of geopolitical confrontations and involves active support of the affected party – from strengthening its economy to symbolic gestures of solidarity [2, p. 265].

3. Problem Statement

Despite a significant number of scientific publications on social entrepreneurship and CSR, the comprehensive understanding of mission-oriented entrepreneurship as a single phenomenon remains fragmentary. The vast majority of research focuses either on the theoretical development of the conceptual apparatus or on individual facets of CSR, while the systemic vision of entrepreneurship of meaning – with its inherent motivational mechanisms, organizational forms and measurable results – still needs to be deepened.

To achieve this goal, it is necessary to solve the following tasks:

- 1) to determine the essential features of entrepreneurship of meaning and its differences from traditional models;
- 2) to analyze statistical data on the development of mission-oriented business in Ukraine for 2022–2026;
- 3) systematize practical forms of implementing meaningful entrepreneurship under martial law;
- 4) to assess the impact of mission-orientation on the competitiveness of enterprises.

4. Methods and Materials

The methodological basis of the study is a complex of general scientific and special methods. The method of analysis and synthesis is used to process statistical data from the official reports of UNDP Ukraine, the National Institute for Strategic Studies and the State Statistics Service of Ukraine. The method of comparison is used to compare the characteristics of traditional and mission-oriented entrepreneurship. The graphical method is used to visualize quantitative data. The method of systematization made it possible to generalize the forms of implementation of the entrepreneurship of meaning.

The information base was scientific publications in professional journals for 2020–2026, analytical reports of international organizations, official statistics and the results of sociological research. In total, 20 scientific sources were analyzed, of which 16 were published between 2020–2026, which ensures a high level of relevance of the materials used.

5. Results and Discussion

As an independent phenomenon, entrepreneurship of meaning crystallized at the junction of several trends: the growth of public expectations from responsible business, the spread of the ideology of sustainable development, and the understanding that a purely profitable model of entrepreneurship has its limitations. If classical social entrepreneurship originates mainly in the non-profit sector, then entrepreneurship of meaning extends to commercial structures, where the mission becomes a strategic core, and not an optional application. L. Kot rightly notes that the macroeconomic understanding of social entrepreneurship presupposes its integration into the general entrepreneurial culture, and not its separation into a marginal niche [12, p. 29].

Table 1. Comparative characteristics of traditional and mission-oriented entrepreneurship

Criterion	Traditional entrepreneurship	Entrepreneurship of Meaning
Primary purpose	Maximizing shareholder profits	Implementation of the social mission through profitable activities
Measuring Success	Financial indicators (ROI, margin, capitalization)	Double Outcome: Financial + Social Impact
Stakeholders	Shareholders, investors	Community, Employees, Environment, Consumers
Profit Sharing	Dividends, reinvesting in growth	Reinvestment in social programs (≥50%)
Founder's motivation	Financial independence, status	Solving a social problem, changing the system
Resilience in crisis	Depends on market conditions	Higher adaptability due to community loyalty
Time horizon	Short-term optimization	Long-term value strategy

Source: Compiled by the authors based on [12, p. 29; 15, p. 44].

As can be seen from Table 1, entrepreneurship of meaning differs from traditional entrepreneurship in all key parameters. The fundamental difference lies not only in the declared values, but also in the structural mechanisms: mission-oriented enterprises consolidate obligations for social impact at the level of charter, strategy and operational processes. B. I. Kosovich emphasizes that it is the institutionalization of the social mission that distinguishes a real social enterprise from a company with elements of CSR [11, p. 79].

ENTREPRENEURSHIP OF MEANING: A CONCEPTUAL MODEL		
VALUE CORE	OPERATING MODEL	MEASUREMENT OF THE RESULT
Mission as a strategic reference point Social problem as an entry point Founder's values = business values	Hybrid business model Reinvesting ≥50% in the mission Attracting stakeholders	Social ROI (SROI) Number of beneficiaries Systemic changes in the community

Figure1. Conceptual model of entrepreneurship of meaning

Source: Developed by authors based on [12, p. 30; 20, p. 7].

Figure 1 reflects the three-dimensional structure of entrepreneurship of meaning. The value core forms the strategic identity of the organization: the mission determines not only the direction of activity, but also the criteria for decision-making at all levels of management. The operating model maintains financial stability without losing its social focus: at least half of the profits are directed to the implementation of the mission. Evaluation of results covers both classic financial metrics and indicators of social impact (SROI – Social Return on Investment).

Statistical data indicate the rapid rise of mission-oriented entrepreneurship in Ukraine. According to the UNDP Ukraine report (2023), among 500 surveyed small and medium-sized businesses, 67% noted that social responsibility has become an integral part of their strategy since the start of the full-scale invasion [19, p. 32]. This correlates with the conclusions of O. M. Serikova, who recorded the beginning of this transformation already in the first months of the war [16, p. 96].

Table 2. Dynamics of key indicators of mission-oriented entrepreneurship in Ukraine, 2022–2025

Indicator	2022	2023	2024	2025	Change, ±
Share of companies with a systemic CSR strategy, %	24	38	52	61	+37
Number of registered social enterprises	~850	~1,120	~1,450	~1,780	+109
Volume of corporate charitable contributions, UAH billion	18,4	24,7	31,2	36,5	+98
Share of consumers who choose brands with a mission, %	31	42	55	63	+32
Number of Corporate Volunteer Programs	320	580	870	1,150	+259

Source: Compiled by authors based on [10, p. 15; 19, p. 24].

The data in Table 2 demonstrate the rapid growth of all indicators of mission-oriented entrepreneurship. The dynamics of corporate volunteering are especially indicative: the number of programs has increased by 259% in three years, which L. Tertychna and D. Skotarenko explain by the “solidarity effect” – the desire of businesses to demonstrate involvement in the common struggle [18, p. 157]. At the same time, the increase in the share of consumers who consciously choose brands with a social mission (from 31% to 63%) indicates the formation of a new consumer culture, in which ethical criteria are no less important than price and quality.

It is worth emphasizing that mission-oriented entrepreneurship in Ukraine acquires several organizational forms, each of which is distinguished by its own specifics. N. M. Bogatska distinguishes three main models: employment enterprises (focused on the integration of vulnerable groups into the labor market), social service enterprises (providing services that are not available through market mechanisms) and mission enterprises (in which commercial activity is subordinated to the achievement of a specific social goal) [3, p. 5].

ORGANIZATIONAL FORMS OF ENTREPRENEURSHIP OF MEANING IN UKRAINE		
Employment Enterprises	Social service enterprises	Mission Enterprises
Integration of veterans, IDPs, and people with disabilities	Rehabilitation, education, and health services for communities	Ecology, culture, and infrastructure restoration
<i>Examples: bakeries and coffee shops involving people with disabilities; IT companies with veteran retraining programs</i>	<i>Examples: mobile clinics for the de-occupied territories; psychological assistance hubs; online schools for IDP children</i>	<i>Examples: construction waste processing facilities; Cultural Heritage Preservation Enterprises</i>

Figure 2. Classification of organizational forms of entrepreneurship of meaning in Ukraine

Source: Developed by the authors based on [3, p. 11, p. 78; 20].

Figure 2 systematizes the main organizational forms of meaningful entrepreneurship that have become widespread in Ukraine. Employment enterprises are developing especially dynamically: according to the analytical note of the NISS (2024), in 2023–2024. More than 200 new social enterprises focused on the integration of veterans and internally displaced persons into the labor market have been created [10, p. 12]. S. Boyda emphasizes that these enterprises form the basis for post-war reconstruction, since they simultaneously solve economic (job creation) and social (reintegration of vulnerable groups) tasks [4, p. 26].

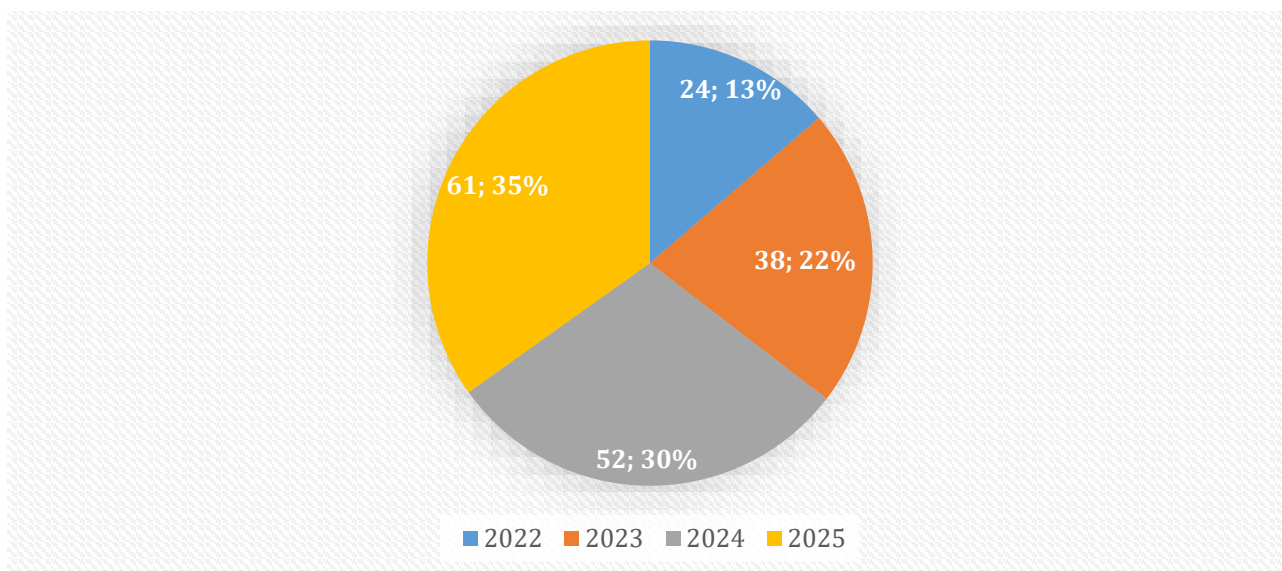
Table 3 reveals the structure of CSR activities, which largely reflects the specifics of meaningful entrepreneurship under martial law. The largest share of companies (82%) is involved in the provision of humanitarian aid, which V. V. Antoshchenkova and M. V. Deynega qualify as “CSR survival” – the response of business to an existential challenge that goes beyond standard corporate programs [1, p. 34]. Significantly, corporate volunteering (64%) and employment of veterans and IDPs (47%) demonstrate steady growth, which indicates a transition from one-time charity to systemic social integration.

Table 3. Main areas of CSR activities of Ukrainian companies under martial law, 2022–2025

CSR direction	Share of selling companies, %	Investment volume, UAH million (estimate)	Trend 2023–2025
Humanitarian aid (Armed Forces, IDPs, communities)	82	14,200	consistently high
Corporate Volunteering	64	3,800	Growth
Employment of veterans and IDPs	47	2,600	Growth
Infrastructure restoration	35	8,900	Growth
Psychological support for employees	56	1,200	Stable growth
Environmental initiatives	23	950	slow recovery
Educational programs	41	1,800	Growth

Source: Compiled by the authors based on [1, p. 33; 19, p. 32].

Separately, it should be noted that environmental initiatives, which were the main CSR direction of many companies before the war, have undergone a significant reduction (only 23% of companies), giving priority to immediate humanitarian needs. However, A. Zelinska and co-authors emphasize that the restoration of the environmental component of CSR is critically important for ensuring sustainable development in the post-war perspective [20, p. 9].

**Figure 3. Dynamics of the share of companies with a systemic CSR strategy in Ukraine, 2022–2025, in %**

Source: Developed by the authors based on [10, p. 18; 19, p. 41].

As Figure 3 shows, the share of companies with a systemic CSR strategy increased by 2.5 times during 2022–2025. This growth is non-linear: the largest increase (14 pp) was recorded in 2023–2024, which coincides with the period of adaptation of business to the conditions of a long war. The UNDP Ukraine report (2023) records that it was during this period that the transition from “reactive” charity (one-time donations) to a “proactive” social strategy (systemic programs with measurable results) took place [19, p. 41].

The practical experience of meaningful entrepreneurship in Ukraine reveals a number of competitive advantages that mission-oriented companies have. First of all, such enterprises show greater resilience to crisis shocks. According to the NISS policy brief (2024), among companies that ceased operations in 2022–2023, the share of mission-oriented companies was 40% lower than among purely commercial companies [10, p. 18]. This is due to several factors: community support generates stable demand; value motivation of employees reduces staff turnover; Diversification of funding sources (grants, social investment, crowdfunding) weakens dependence on one market.

Figure 4 systematizes the main competitive advantages of entrepreneurship of meaning, confirmed by statistical data. Consumer loyalty is perhaps the most important factor: in 2025, 63% of Ukrainian consumers said that when choosing between two similar products, they prefer a brand with a clear social mission. Repeat purchases from mission-oriented companies are 27% higher than traditional competitors, resulting in a more stable cash flow.

COMPETITIVE ADVANTAGES OF ENTREPRENEURSHIP MEANING			
LOYALTY	SUSTAINABILITY	MOTIVATION	REPUTATION
63% of consumers choose brands with a mission Repeat purchases: +27% compared to traditional brands	40% lower share of bankruptcies among mission-oriented companies Diversification of financing	Staff turnover: -35% compared to the industry average Value the motivation of employees	Higher media presence and stakeholder trust Access to grant funding

Figure 4. Competitive advantages of entrepreneurship of meaning

Source: Developed by the authors based on [10, p. 12; 19, p. 18].

Secondly, mission-oriented enterprises gain wider access to new funding channels. T. Pisetska records the growth of social investment in Ukraine: in 2023–2024. International donors have allocated more than USD 120 million. to support social enterprises, while traditional businesses had limited access to these resources [13, p. 17]. A. Ramskyi emphasizes that the presence of a legally defined status of a social enterprise significantly simplifies the attraction of grant funding [14, p. 51].

Table 4. Comparison of the financial performance of mission-oriented and traditional small enterprises in 2024

Indicator	Mission-oriented enterprises (n = 180)	Traditional businesses (n = 320)
Average annual income, thousand rubles UAH	4,850	5,320
Net profitability, %	8.2	11.7
Share of repeat customers, %	71	44
Staff turnover, %	12	28
Survival for 3 years, %	78	54
Average NPS (Net Promoter Score)	62	38
Attraction of grants and social. investments, % of companies	45	8

Source: Compiled by the authors based on [10, p. 21; 13, p. 17].

Comparative analysis (Table 4) reveals the paradox of sense entrepreneurship: with lower net profitability (8.2 % versus 11.7 %), mission-oriented enterprises demonstrate much better indicators of long-term sustainability. A three-year survival rate of 78% versus 54% means that the cumulative economic effect of a mission-oriented business may exceed that of traditional entrepreneurship. Higher NPS (62 vs. 38) and repeat customer share (71 percent vs. 44 percent) provide a more stable revenue base.

The third dimension of competitive advantage concerns staff motivation. A. Zelinska and co-authors found that the integration of corporate values into the management system reduces staff turnover by 35 % compared to the industry average [20, p. 8]. In the context of an acute shortage of qualified personnel caused by migration and mobilization, this advantage is especially important for maintaining the continuity of business processes.

STAGES OF BUSINESS TRANSFORMATION INTO ENTREPRENEURSHIP OF MEANING				
STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Awareness Identification of a social problem, mission statement	Integration Embedding the mission into the business model and strategy	Operationalization Development of social impact KPIs, reporting	Scaling Attracting partners, expanding social impact	System Change Impact on the industry, formation of new standards

Figure 5. Stages of business transformation into entrepreneurship of meaning

Source: Developed by the authors based on [11, p. 79; 20, p. 8].

Figure 5 shows the sequence of stages of transformation of traditional business into an entrepreneurship of meaning. Experience shows that most Ukrainian companies that embarked on this path after 2022 stopped at stages 1-3, while only a few organizations reached the stage of systemic changes. This confirms the thesis of B. I. Kosovich about the need for a long period of institutionalization of social entrepreneurship [11, p. 79].

At the same time, the analysis also reveals the significant challenges facing meaningful entrepreneurship in Ukraine. The first is the lack of special legislation: A. Ramskyi states that the concept

of “social enterprise” still does not have a clear legal definition, which complicates access to state support and fiscal benefits [14, p. 51]. The second challenge is the limited awareness of entrepreneurs and consumers: according to the survey, only 34% of Ukrainians can correctly explain what social entrepreneurship is. V. M. Ilchenko rightly emphasizes that the level of spread of mission-oriented business models directly depends on the level of consciousness of society [8, p. 48].

The third challenge arises from the risk of “social washing” – when companies proclaim a social mission solely for the sake of marketing effect, without real impact. The NISS policy note notes that among the companies that position themselves as “socially responsible”, only 40% have measurable indicators of social impact [10, p. 21]. This highlights the need to create national social impact reporting standards, similar to the international IRIS+ and GIIRS standards.

The prospects for meaningful entrepreneurship in Ukraine are determined by several factors. S. Boyda substantiates that post-war reconstruction creates unprecedented opportunities for social entrepreneurship: from the restoration of destroyed communities to the formation of new economic models in the de-occupied territories [4, p. 26]. T. Sabetska adds that the global trend towards ESG investing opens up new funding channels for mission-oriented enterprises [15, p. 45].

The elaboration of practical experience gives grounds for recommendations on stimulating meaningful entrepreneurship in Ukraine. At the macro level, we are talking about the adoption of the law “On Social Entrepreneurship” with a clear description of the status, criteria and support mechanisms. At the meso level, we build a support infrastructure: incubators of social enterprises, social investment funds, and mentoring programs. At the micro level, the introduction of social impact assessment tools (SROI, theory of change) and non-financial reporting standards. As noted by V. V. Antoshchenkova and M. V. Deynega, a systematic approach to the development of CSR requires coordination of the efforts of the state, business, and civil society [1, p. 35].

An important aspect of the analysis is the sectoral specifics of the entrepreneurship of meaning. Different sectors of the economy have unequal prerequisites and opportunities for embedding a social mission into the business model. Systematization of practical experience makes it possible to distinguish leading industries and industries with untapped potential.

Table 5. Sectoral distribution of mission-oriented enterprises in Ukraine, 2025

Industry	Number of enterprises	Share of the total, %	Medium SROI	Number of beneficiaries, thousand people	Trend 2023–2025
Education and training	412	23.1	3.8	185	Growth
Social services	356	20.0	4.2	290	Growth
IT and digital technologies	267	15.0	2.9	420	Growth
Production and crafts	231	13.0	2.5	45	stable
Agricultural sector	178	10.0	3.1	72	Growth
Catering	142	8.0	2.1	38	stable
Ecology and recycling	107	6.0	5.6	560	Growth
Other industries	87	4.9	2.3	25	–
Total	1,780	100.0	–	1,635	–

Source: Compiled by the authors based on [10, p. 15; 13, p. 16].

Table 5 shows that the largest concentration of mission-oriented enterprises is observed in the field of education and training (23.1%) and social services (20.0%). This is understandable because it is in these areas that the social mission is an organic part of the activity itself. At the same time, the highest SROI (5.6) is demonstrated by enterprises in the field of ecology and processing, which means that each hryvnia invested in their mission generates UAH 5.6 of social value. This confirms the thesis of A. Zelinska and co-authors about the strategic importance of the environmental direction of CSR for sustainable development [20, p. 8].

The IT sector, despite a relatively modest SROI (2.9), covers the largest number of beneficiaries (420 thousand people), which is due to the scalability of digital solutions. The most famous examples include free educational platforms for children from the de-occupied territories, digital tools for coordinating volunteer work, and platforms for psychological assistance to victims. N. M. Bogatska notes that it is technological social enterprises that have the greatest potential for scaling due to low marginal costs for each additional beneficiary [3, p. 5]. Figure 6 summarizes the results of the analysis of the environment of meaningful entrepreneurship in Ukraine. Among the opportunities, the process of post-

war reconstruction comes to the fore, which generates an unprecedented demand for socially oriented business solutions. S. Boyda estimates the potential market for social entrepreneurship in the field of reconstruction at 2-3 billion dollars. for the next five years [4, p. 26]. At the same time, the European integration course opens the way to EU funding programs, which traditionally prefer mission-oriented projects.

ANALYSIS OF THE ENTREPRENEURIAL ENVIRONMENT OF MEANING IN UKRAINE	
STRENGTHS	WEAKNESSES
• High motivation of the founders • Consumer and community loyalty • Access to grant funding • Resilience to crisis shocks	• Lower short-term profitability • The complexity of measuring social. Impact • Limited managerial experience • Risk of burnout of founders
OPPORTUNITIES	THREATS
• Post-war reconstruction as a window of opportunity • Growth of ESG investments globally • European integration and access to EU markets • Digitalization and new business models	• Prolonged economic instability • Risk of social washing • Lack of special legislation • Personnel shortage due to migration

Figure 6. Analysis of the environment of meaningful entrepreneurship in Ukraine

Source: Developed by the authors independently.

Separately, it is worth dwelling on the issue of measuring the social impact of entrepreneurship on meaning. World practice offers several methodologies: Social Return on Investment (SROI), Theory of Change, and Logical Framework Approach. In Ukraine, the SROI method remains the most common, which makes it possible to convert social results into monetary terms and compare them with the volume of investments. According to the data given in Table 5, the average SROI of Ukrainian mission-oriented enterprises ranges from 2.1 to 5.6, depending on the industry, which is comparable to European indicators.

Practical experience shows that measuring social impact not only provides reporting to stakeholders, but also performs a significant managerial function – it contributes to the optimal allocation of resources and increases the effectiveness of social programs. T. Pisetska emphasizes that the introduction of systematic measurement is one of the key prerequisites for the further development of social entrepreneurship in Ukraine [13, p. 17]. At the same time, O. M. Serikova warns of the danger of excessive formalization: if reporting becomes an end in itself, it diverts resources from the main activity [16, p. 97].

The results obtained give grounds to assert that entrepreneurship of meaning in Ukraine is going through a stage of dynamic growth caused by a combination of internal and external factors. Martial law has acted as a powerful catalyst for the value transformation of business: if before 2022 the social mission was mainly a decorative element of corporate strategy, then in the face of an existential threat, it has become a functional necessity. Companies that have built a social component into their activities have gained tangible competitive advantages: stronger consumer loyalty, wider access to finance and more stable human resources. At the same time, for the full development of entrepreneurship of meaning, it is necessary to form an appropriate institutional infrastructure. The NISS policy brief (2024) recommends the development of a national strategy for the development of social entrepreneurship, which would include fiscal incentives, public procurement mechanisms with social criteria, and a network of regional support centers [10, p. 15]. A. Ramskyi adds that the first step should be the adoption of a law that will clearly define the legal status of a social enterprise and create conditions for its recognition as a full-fledged business entity [14, p. 51].

Summing up the practical experience of mission-oriented enterprises in Ukraine, it is possible to single out several patterns. First of all, the most sustainable enterprises are those with a clearly formulated and measurable mission – general declarations of “social responsibility” do not generate either consumer loyalty or staff motivation. Second, meaningful entrepreneurship is based on a hybrid financial model: a combination of commercial income, grant funding, and social investments diversifies the resource base and reduces dependence on market conditions. Thirdly, it is fundamentally important to involve the community in the process of defining and implementing the mission – enterprises that really respond to the needs of their beneficiaries show better results compared to those that impose “decisions from above”.

The analysis of the regional distribution of mission-oriented enterprises reveals significant unevenness: about 42% are concentrated in Kyiv and Kyiv region, another 18% – in Lviv region, while in the frontline territories their number remains minimal, despite the most urgent need for socially oriented business. S. Boyda proposes to introduce the mechanism of “mission zones” – territories with increased support for social entrepreneurship, where mission-oriented enterprises would receive preferential lease terms, simplified registration and guaranteed access to international assistance programs [4, p. 27]. This model is already successfully operating in the UK under the name Social Enterprise Zones and has shown a 35% increase in the number of social enterprises during the first two years of its introduction.

A separate area of research is the role of digital technologies in the development of meaningful entrepreneurship. The COVID-19 pandemic and full-scale war have stimulated the massive digitalization of social initiatives: online fundraising platforms, digital marketplaces of social enterprises, and mobile applications for coordinating volunteer activities. According to the Ministry of Digital Transformation, in 2023-2025. More than 150 digital platforms with a social mission have been created, the total audience of which exceeds 4 million users. This confirms V. M. Ilchenko's thesis that technological innovations can radically change the scale of social impact of entrepreneurship [8, p. 48].

An important aspect that requires attention is the training of personnel for entrepreneurship of meaning. Traditional business education is focused mainly on profit maximization and management efficiency, while mission-oriented entrepreneurship requires additional competencies: design thinking in the field of solving social problems, methodology for assessing social impact, and managing relationships with many stakeholders. As of 2025, only 12 Ukrainian universities offer courses or programs in social entrepreneurship, which is insufficient to meet the staffing needs of a dynamically growing sector. Another promising area is the construction of models of cooperation between mission-oriented enterprises and local governments. In the European Union, the practice of social procurement, in which the authorities take into account not only the price but also the social impact of the supplier during tenders, has become widespread. The introduction of such a mechanism in Ukraine could be a significant impetus for the development of meaningful entrepreneurship, primarily at the local level. T. Pisetska calculated that even if 10% of public procurement at the local level is carried out taking into account social criteria, this will provide mission-oriented enterprises with an additional volume of orders of UAH 3-4 billion annually [13, p. 17].

The role of international organizations in supporting meaningful entrepreneurship in Ukraine cannot be overlooked. UNDP Ukraine, the European Bank for Reconstruction and Development (EBRD), the Swiss Cooperation Office and the United States Agency for International Development (USAID) implement programs aimed at the development of social entrepreneurship and CSR. For 2022–2025. The total amount of technical assistance in this area exceeded USD 85 million. which includes grants for enterprise start-ups, training and mentorship programs, as well as support for the development of the regulatory framework. The results of the UNDP Ukraine report (2023) show that companies participating in international CSR support programs demonstrate 60% better indicators of consistency and measurability of their social impact compared to those that operate autonomously [19, p. 41].

The study of trends in the development of meaningful entrepreneurship in Ukraine indicates the formation of a new paradigm of entrepreneurial activity, where the creation of social value is not a side effect, but the core of the business strategy. This process is due to profound structural shifts: the transformation of social values under the pressure of war experience, the growth of consumers' demands on business ethics, the expansion of access to new forms of financing and the gradual realization that the long-term competitiveness of an enterprise is inextricably linked with its ability to produce positive social impact. At the same time, it should be recognized that the development of meaningful entrepreneurship requires a purposeful state policy designed to create institutional prerequisites for its expansion and protect against the risks of social labeling.

The experience of corporate volunteering, analyzed by L. Tertychna and D. Skotarenko, is a vivid example of how mission-orientation transforms organizational culture [18, p. 158]. Companies with systematic volunteer programs record not only an increase in employee engagement (45% above average), but also an improvement in team interaction and a decrease in the level of professional burnout. This confirms the thesis of A. Zelinska and co-authors argue that corporate values and social responsibility are not expenses, but investments in the human capital of the enterprise [20, p. 8].

The phenomenon of “mission migration” is also noteworthy – the process by which entrepreneurs from traditional business consciously switch to mission-oriented models. According to experts, in 2023–

2025. At least 15% of new mission-oriented enterprises are founded by entrepreneurs who previously ran exclusively commercial companies. The motivation for such a transformation is a combination of personal and market factors: own experience of war, understanding of the limitations of a purely profitable model, and growing consumer demand for “brands with meaning”. V. M. Ilchenko explains this phenomenon by a change in the value hierarchy of society, where the needs of self-actualization and involvement in a common cause come to the fore [8, p. 48].

No less important is the influence of the entrepreneurship of meaning on the formation of a new type of consumer culture. Surveys show that Ukrainian consumers are increasingly interested not only in the quality and price of the product, but also in what social role the manufacturing company plays. Among representatives of Generation Z (18-27 years old), this figure reaches 78%, which indicates the irreversibility of the trend. Companies that ignore this trend risk losing a significant market share in the medium term. As N. M. Bogatska emphasizes, the formation of a “mission-oriented” consumer is no less significant a process than the development of meaningful entrepreneurship itself, because it is consumer demand that creates the economic basis for mission-oriented business [3, p. 5].

6. Conclusions

The analysis carried out gives grounds for such conclusions. Firstly, since entrepreneurship is a holistic phenomenon that goes beyond the established understanding of social entrepreneurship and CSR. Its defining feature is the strategic subordination of commercial activity to the social mission, fixed at the institutional level. Secondly, the statistics of 2022–2025. testify to the rapid growth of mission-oriented entrepreneurship in Ukraine: the number of social enterprises increased by 109%, and the share of companies with a systemic CSR strategy – from 24% to 61%. Martial law, despite the devastating consequences for the economy, paradoxically accelerated the value transformation of business. Thirdly, a comparison of mission-oriented and traditional enterprises showed that with lower profitability, the former is distinguished by significantly higher sustainability, customer loyalty and staff motivation, providing better long-term results. The three-year survival rate is 78% for mission-oriented enterprises and 54% for traditional enterprises. Fourthly, the development of entrepreneurship of meaning is hampered by the lack of special legislation, limited public awareness and the threat of social labeling. Promising areas of further research include the development of tools for measuring the social impact of meaningful entrepreneurship, the study of the sectoral specifics of mission-oriented business models and the generalization of international experience in the legal regulation of social entrepreneurship in order to adapt to Ukrainian conditions. In particular, the issues of the optimal balance of commercial and social components in the business model of a mission-oriented enterprise, the effectiveness of various mechanisms of state support and the impact of meaningful entrepreneurship on the indicators of sustainable development of regions require a more thorough study. In addition, it is advisable to investigate the peculiarities of human resource management in mission-oriented organizations and develop appropriate motivational models that take into account the dual nature of the results of their work. Therefore, the entrepreneurship of meaning is not a utopian alternative to traditional business, but its evolutionary continuation due to objective shifts in social values, consumer preferences and the regulatory field. The Ukrainian experience of recent years convincingly proves that the mission can serve not only as a moral guide, but also as a powerful competitive tool that can ensure the stability of the enterprise even in the most difficult circumstances.

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