

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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A. A. Svynchuk, Candidate of Economic Sciences

А. А. Свинчук, к. е. н.

METHODOLOGICAL INSTRUMENTATION OF EVALUATION THE RESULTS OF SOCIAL ENTERPRISE ACTIVITY

МЕТОДИЧНИЙ ІНСТРУМЕНТАРІЙ ОЦІНЮВАННЯ РЕЗУЛЬТАТІВ ДІЯЛЬНОСТІ СОЦІАЛЬНОГО ПІДПРИЄМСТВА

Urgency of the research. An objective assessment of the performance of social enterprises and their contribution to the solution of a particular social problem is a prerequisite not only for their perception and recognition by society, but also for increasing the effectiveness of their activities and further development.

Target setting. The multiple types of social outcomes of social enterprises, as well as the diversity of interests of stakeholders, the limited possibilities of using monetary indicators of social outcomes determine the problems associated with their measurement and evaluation of activities.

Actual scientific researches and issues analysis. The problems of social results evaluation were widely reflected in the works of the authors: Kramer M., Harlock J., Clark C., Libanova E. M., Romanyuk O. P. and etc.

Uninvestigated parts of general matters defining. The necessity of development of methodical tools with account of the peculiarities of social enterprises types is determined.

The research objective. The purpose of this article is to develop a toolkit for assessing the performance of social enterprises, taking into account their specifics.

The statement of basic materials. The article shows that the evaluation of the results of a social enterprise activity has distinct features, which requires a proper separation of social and business results of its functioning.

The evaluation of economic and social performance of social enterprises is proposed to be carried out in a logical sequence. In this case, the choice of specific tools for evaluating social outcomes is determined by the composition of measurement objects, which are different for author-specific types of social enterprises, since the latter have different groups of key stakeholders.

Conclusions. As a result of the study, a sequence of evaluation of the results of social enterprises was developed taking into account their specific features.

Keywords: social enterprise; social entrepreneurship; evaluation of the result.

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Актуальність теми дослідження. Об'єктивна оцінка результатів діяльності соціальних підприємств та їх внеску у розв'язання певної соціальної проблеми є необхідною передумовою не тільки їх сприйняття і визнання суспільством, але й підвищення ефективності їх діяльності та подальшого розвитку.

Постановка проблеми. Множинність видів соціальних результатів соціальних підприємств, а також різноманітність інтересів стейкхолдерів, обмежені можливості використання грошових вимірників соціальних результатів обумовлюють проблеми, пов'язані з їх вимірюванням та оцінюванням діяльності.

Аналіз останніх досліджень і публікацій. Проблематика оцінювання соціальних результатів знайшла широке відображення у працях авторів: Крамера М., Гарлок Дж., Кларк К., Лібанової Е. М., Романюк О. П. та ін.

Виділення недосліджених частин загальної проблеми. Визначено необхідність розробки методичного інструментарію з урахуванням особливостей типів соціальних підприємств.

Постановка завдання. Мета даної статті полягає у розробці інструментарію оцінювання результатів діяльності соціальних підприємств з урахуванням їх специфіки.

Викладення основного матеріалу. В статті показано, що оцінювання результатів діяльності соціального підприємства має виразні особливості, що вимагає відповідного розмежування соціальних та бізнес-результатів його функціонування.

Оцінювання економічних і соціальних результатів діяльності соціальних підприємств запропоновано здійснювати у логічній послідовності. При цьому вибір конкретного інструментарію оцінювання соціальних результатів обумовлюється складом об'єктів вимірювання, які є різними для виокремлених автором типів соціальних підприємств, оскільки останні мають різні групи ключових стейкхолдерів.

Висновки. У результаті проведеного дослідження розроблено послідовність оцінювання результатів соціальних підприємств з урахуванням їх особливостей.

Ключові слова: соціальне підприємство; соціальне підприємництво; оцінювання результату.

Urgency of the research. The objective evaluation of the outcomes of the social enterprises' activity (SE) and their contribution to the solution of a particular social problem is a prerequisite not only for their perception and recognition by society, but also for increasing the efficiency of their activity and further development. However, such an evaluation has distinct features, due to the specifics of the social enterprises themselves. The fact is that the social enterprise has at the same

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

time two closely interconnected systems of goals. One (priority) is aimed at solving a certain significant social problem. The second one (subordinate) is aimed at achieving profitability (self-financing or partially self-financing). At the same time, the achievement of the subordinate goal forms the basis for the implementation of the priority one. Consequently, in the process of social enterprises' activity evaluating, it is necessary to clearly distinguish between social and business outcomes of its functioning.

An evaluation of the economic outcome (effect) of the enterprise activity does not cause difficulties. The economic effect of the operation of an enterprise is the difference between the value appraisal of economic outcomes and the combination of expenses for their achievement and is being measured in value form by indicators of increase in the volume of production and sales of products, profit, cost savings, etc.

The problem of measuring and evaluating the social performance of an enterprise remains more complicated and debatable as of today. By social performance of the enterprise, we mean that all the consequences of its functioning, which are connected with diverse social needs not only of the employees of the enterprise itself, but also of consumers of its products, other social groups and with its influence on the environment.

Target setting. Each of the types of social outcomes has specific, distinguished from every other, characteristics. Accordingly, their evaluation involves the use of different instrumentarium.

The generalization of scientific research gives grounds for the conclusion that there is no universal method for evaluating social outcomes, since programs, projects, types of activity of different organizations and the interests of stakeholders differ significantly. Therefore, every organization, including social enterprise, should develop its own instrumentarium for evaluating the outcomes of social activity, which would reflect the specifics of its social orientation. On the other hand, the evaluation of social performance is crucially important for a social enterprise in terms of attracting potential investors, that is, its outcomes should be consistent with the activity outcomes of other social enterprises, nonprofit organizations, and state programs. This requires the development of a special methodological instrumentarium for evaluating the outcomes of the activity of social enterprises.

Actual scientific researches and issues analysis. The problem of evaluating of social outcomes has been widely reflected in foreign and domestic professional literature. Study of foreign and domestic evaluation experience [1; 2; 3; 4; 5; 6; 7], allows grouping research in this area in the following main areas: 1) evaluation of state budget programs of social orientation; 2) evaluation of the activity of non-profit (non-commercial) organizations; 3) evaluation of corporate social projects.

The research objective. The purpose of this article is to develop the instrumentarium for evaluating the outcomes of the social enterprises' activity, taking into account their distinctive features.

The statement of basic materials. The specifics of a social enterprise as a business organization, on the one hand, combines the instrumentarium for evaluation of the social outcomes of its activity with the approaches typical of evaluating the implementation of corporate social projects. On the other hand, the priority of the social goal of the SE shows the expediency of taking into account approaches to assessing social outcomes used by non-profit organizations. The combination of these two approaches determines the content of the work on the development of a methodical instrumentarium for evaluating the outcomes of the SE activity. Evaluation of the of the SE activity outcomes is proposed to be carried out in the following sequence: 1) determination of the objects of measurement; 2) determination of the activity indicators of the SE; 3) determination of sources, collection and processing of information; 4) calculation of indicators, comparison of their values with the defined database and receiving feedback; 5) evaluation of the comparison outcomes and decision-making.

The first stage is the definition of measurement objects. Its main task is related to the definition of that which needs to be measured. The answer to this question depends on scope of stakeholders who have different interests regarding the economic and social outcomes of the SE activity (Fig. 1).

For any SE the following subjects are interested in the economic outcomes of its activity:

- the state. The outcomes of the activity of SE as well as any other enterprise are reflected in the increase of the GDP of the country and in the replenishment of the state budget through the payment of taxes, established by the current legislation;

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

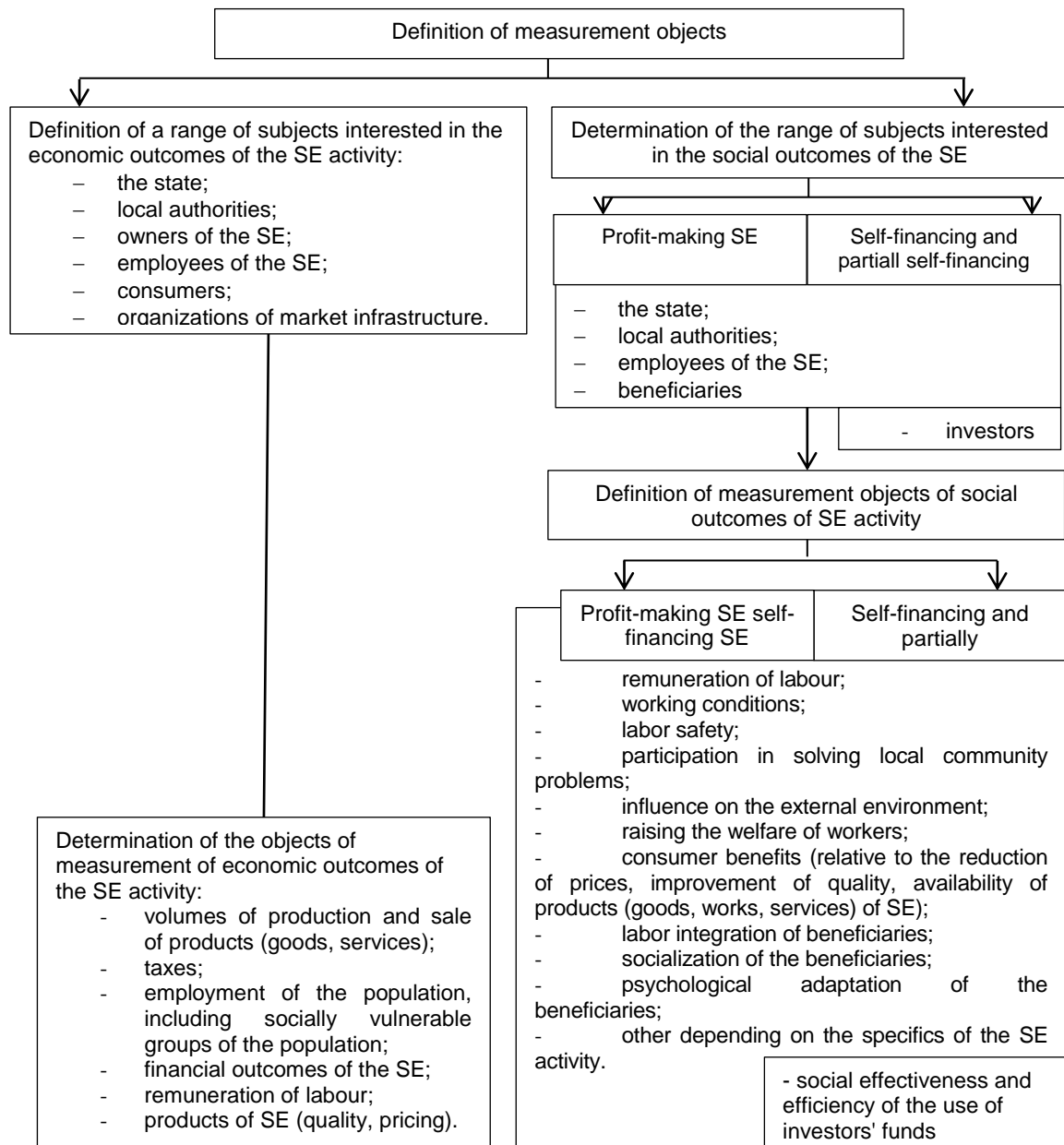


Fig. 1. Components of the stage of measurement objects determination

* **Source:** compiled by the author

- local authorities. The activity of SE improves employment rates and, to a large extent, employment of socially vulnerable groups of the population. In addition, the local authorities receive an appropriate share of taxes paid by the SE;
- owners of SE are interested in the financial outcomes of the SE activity, which are the basis for the development of the SE and achieve its social goals;
- employees. The economic interests of employees of a social enterprise are related to remuneration and other types of material incentives;
- consumers of products interested in purchasing products (goods, works, services) of appropriate quality at a lower than market price;

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

- the organizations of market infrastructure (banks, suppliers, credit unions, investment funds, etc.) are interested in increasing the financial outcomes of the SE activity, in the event that SE uses their services.

In accordance with this, the measurement objects of economic outcomes of the SE activity will be: volumes of production and of products (goods, works, services) sales; the quality of products and the pricing; taxes paid by SE; remuneration of labor, fulfillment of accepted by SE obligations towards organizations of market infrastructure; occupational level of the population, the financial outcomes of the SE, etc.

As for the measurement objects of social outcomes, they will be different for different types of SE [8]. Profit-making SE, on the one hand, and partially self-financing and self-financing, on the other hand, have somewhat different groups of key stakeholders, and therefore differ in measurement objects. The measurement object of the SE activity may be either a separate social project, or the activity of a particular enterprise unit, or the enterprise activity as a whole.

The main stakeholders of profitable SE may include:

- the state, local authorities, local community in the context of the participation of SE in solving a certain social problem (for example, employment of disabled people, homeless people, former prisoners, etc., solving of ecological problems of a certain region, city or district improvement);

- employees of the enterprise in the context of improving the "quality of life", which in the broad sense concerns increase of incomes, improvement of working conditions, professional development, cultural, improvement of educational level, etc.;

- beneficiaries – changes that have occurred as an outcome of consumption of products, services of the SE.

For the partially self-remunerated and self-remunerating SE, the specified list of stakeholders is supplemented by investors of the SE (charitable organizations, private investors, grantees, business structures), whose interests relate to the ability to monitor social outcomes and the effectiveness of use of their funds aimed at solving social problems.

The second stage – definition of activity indicators, that is, the formation of a set of indicators that correspond to the capabilities of measuring a particular object.

The third stage – definition of sources, collection and processing of information – at this stage, it is necessary to determine the main sources and methods of collecting the information, necessary to calculate the selected indicators. After completion of this stage, indicators of activity (including formulas for their calculation), sources of information and determined methods of its collection should be developed.

The fourth stage is the calculation of indicators, comparison of their values with the determined base and receipt of "feedback" – at this stage, calculations of a certain list of determined indicators are carried out. The actual values of the calculated indicators are being compared: a) with the planned ones; b) with the established standards (if any); c) with indicators of the previous period; d) with indicators of other similar organizations (if possible); e) with average market indicators. The activity of the SE directly or indirectly affects a wide range of stakeholders, so it is advisable to receive from them suggestions, remarks and questions on the evaluation results.

The fifth stage is the evaluation of the comparison results and decision-making. On the grounds of the conducted analysis, management of the SE may make the following decisions regarding its activity: 1). not to change anything and to continue its operation; 2). to adjust the goals of the SE activity; 3). to review the performance indicators of the SE; 4). to develop measures aimed at improving the SE activity.

Conclusions. The importance of evaluating the activity of a social enterprise is due to the fact that it will not only contribute to the effective planning of the activity of such an enterprise, but also will enable potential investors to calculate the future results of the social enterprise activity, the level of potential income and to control the efficiency of the use of the invested funds. For employees and beneficiaries it will enable to control whether the activity of the SE corresponds to the declared purpose; for local authorities – to make objective decisions on the expediency of assistance in development of a particular social enterprise. For the social entrepreneurs themselves, the evaluation

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

of the enterprise's activity is the basis for optimizing further activity and it helps to demonstrate its benefits for attraction of investors.

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