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**SOCIAL INNOVATION IN  
ENTREPRENEURSHIP AND EDUCATION AS  
AN ADAPTATION TOOL FOR SERVICEMEN  
DEMobilIZED FROM THE ATO ZONE**

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**Introduction:** The realities of our country today require Ukraine to shift the strategic benchmarks to the development zone and to support a favorable socio-economic environment for the implementation of the labor potential of vulnerable segments of the population, in particular demobilized participants from the combat zone. The labor potential of this category of the population can be effectively realized only under the condition of proper state support and socio-economic assistance. Moreover, promoting the development of small and medium enterprises among this category of people can become a powerful tool not only for social adaptation to peaceful life, but also to produce economic and social effects both at the level of our state and abroad.

**Hypothesis of scientific research.** It is anticipated that the symbiosis of a two-factor combination of social innovation in entrepreneurship and education will allow developing an effective tool for the adaptation of socially unprotected segments of the population, including troops demobilized from the ATO zone, based on the diagnosis of requests and needs of integrators (forced migrants, combatants, combatants' families).

**The purpose** of the article is to develop the theoretical framework for substantiating the effective algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education.

**Methods of research:** method of expert survey – for diagnostics of requests and needs of integrators (forced migrants, combatants, families of combatants); the method of system analysis and logical generalization – to substantiate and determine the role of

symbiosis of social innovations in entrepreneurship and education for demobilized from the ATO zone; the method of critical thinking – to distinguish the prerequisites for the development and prospects of implementing social innovations in the field of entrepreneurship and education; GET TEST method for assembling business profiles; cluster analysis – for the distribution of future entrepreneurs by the level of development of entrepreneurial characteristics.

**Results:** the experience of the international community regarding the implementation of the support system for servicemen demobilized from the ATO zone on the basis of social innovations has been analyzed; the role of the symbiosis of social innovations in the field of entrepreneurship and education for the development of their own business is determined; the results of diagnostics of requests and needs of integrators are presented, and based on their basis an algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education is developed.

**Conclusions:** the development of theoretical positions on the substantiation of the effective algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education provided an opportunity to comprehensively approach the solution of the urgent issue of promoting the development of small and medium entrepreneurship among servicemen demobilized from the ATO zone.

**Keywords:** social innovations, education, entrepreneurship, demobilized combatants, adaptation.

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**СОЦІАЛЬНІ ІННОВАЦІЇ У  
ПІДПРИЄМНИЦТВІ ТА ОСВІТІ ЯК  
ІНСТРУМЕНТ АДАПТАЦІЇ  
ВІЙСЬКОВОСЛУЖБОВЦІВ,  
ДЕМОБІЛІЗОВАНИХ ІЗ ЗОНИ АТО**

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**Вступ:** Реалії сьогодення нашої держави вимагають від України зміщення стратегічних орієнтирів в зону розвитку та підтримки сприятливого соціально-економічного середовища для реалізації трудового потенціалу незахищених верств населення, зокрема демобілізованих учасників із зони бойових дій. Трудовий потенціал цієї категорії населення може бути ефективно реалізований тільки за умови належної державної підтримки та соціально-економічного сприяння. Більше того, сприяння розвитку малого та середнього підприємництва серед зазначеної категорії населення може стати потужним інструментом не тільки соціальної адаптації до мирного життя, але й продукувати економічний та соціальний ефекти як на рівні нашої держави, так і за її межами.

**Гіпотеза наукового дослідження.** Передбачається, що симбіоз двофакторного поєднання соціальних інновацій у підприємстві та освіти дозволить розробити дієвий інструмент адаптації соціально не захищених верств населення, у тому числі і військовослужбовців, демобілізованих із зони АТО на основі діагностування запитів та потреб інтегрантів (вимушених переселенців, комбатів, сімей комбатів).

**Метою** статті є розвиток теоретичних положень щодо обґрунтування дієвого алгоритму адаптації військовослужбовців, демобілізованих із зони АТО на основі синергетичного поєднання соціальних інновацій у підприємстві та освіти.

**Методи дослідження:** метод експертного опитування – для проведення діагностики запитів та потреб інтегрантів (вимушених переселенців, комбатів, сімей комбатів);

метод системного аналізу та логічного узагальнення – для обґрунтування та визначення ролі симбіозу соціальних інновацій у сфері підприємництва та освіти для демобілізованих із зони АТО; метод критичного мислення – для виокремлення передумов розвитку та перспектив впровадження соціальних інновацій у сферу підприємництва та освіти; метод GET TEST для складання профілів підприємців; кластерного аналізу – для розподілу майбутніх підприємців за рівнем розвитку підприємницьких характеристик.

**Результати:** проаналізовано досвід міжнародної спільноти щодо впровадження системи підтримки військовослужбовців, демобілізованих із зони АТО на основі соціальних інновацій; визначено роль симбіозу соціальних інновацій у сфері підприємництва та освіти для розвитку власного бізнесу; представлено результати діагностики запитів та потреб інтегрантів та на їх основі розроблено алгоритм адаптації військовослужбовців, демобілізованих із зони АТО на основі синергетичного поєднання соціальних інновацій у підприємстві та освіти.

**Висновки:** розвиток теоретичних положень щодо обґрунтування дієвого алгоритму адаптації військовослужбовців, демобілізованих із зони АТО на основі синергетичного поєднання соціальних інновацій у підприємстві та освіти надав можливість комплексно підійти до вирішення актуального питання щодо сприяння розвитку малого та середнього підприємництва серед військовослужбовців, демобілізованих із зони АТО.

**Ключові слова:** соціальні інновації, освіта, підприємство, демобілізовані учасники бойових дій, адаптація.

**Formulation of the problem.** The realities of the present, caused by the economic and political situation in Ukraine, which, in the first place, were complicated by the conduct of the ATO, led to the need to pay special attention to the socially unprotected sections of the population, namely, the demobilized combatants. As of September 1, 2017, 313.9 thousand Ukrainian citizens received the status of a participant in hostilities, accounting for almost 4.5% of the total economically active population of the country of working age [1]. As of January 1, 2018, the status of the unemployed was 9.3 thousand unemployed from the participants ATO. On average, in Ukraine, the share of ATO participants among all registered unemployed is 3%. Starting from the beginning of 2015, 2,600 ATO participants launched their own business. According to the results of 2017, this figure amounted to 589 people [2]. Such statistics indicate that the development of small and medium enterprises among the demobilized combatants can become a powerful tool not only for social adaptation of this category of population to peaceful life, but also to produce changes in socio-economic character.

The experience of the international community, in particular the United States, Great Britain, Canada and other developed countries, shows a large number of progressive programs aimed at promoting the development of their own affairs for veterans and socially disadvantaged people. For example, in the United States, the Office of Veterans Business Development, which is subordinated to the US Small Business Administration, manages the Warfare Veteran Development Program. The main function of this organization is to ensure the availability and transparency of all SBA programs aimed at supporting veterans [3, 4]. In addition, consortia of universities and public organizations that provide professional consulting, counseling and mentoring support, conduct trainings and lectures on entrepreneurship bases, and assist in the preparation of business plans, are effective tools for supporting veterans. The positive experience of an effective combination of social innovations in the field of education, entrepreneurship and the state of developed countries demonstrates the urgency of solving the issue of creating an effective mechanism for supporting and stimulating the processes of starting and conducting own business by ATO veterans in our state.

Analysis of recent research and unresolved part of the problem. The basis of the theoretical and methodological basis of the study is the formation of the work of domestic and foreign scientists on the problem of socio-economic adaptation and rehabilitation of unprotected layers of the population, in particular veterans of combat operations, as well as works devoted to the prospects of development of small and medium entrepreneurship in the aspect of introducing social innovations.

Many papers by scientists are devoted to the problem of overcoming post-traumatic stress disorder. For example, S. Nikolayenko proposed the classification of ATO participants by types of personality [5]. P.V. Crow emphasizes the importance of supporting the state of various forms of providing psychological assistance to combatants [6, 7]. There is no attention of scientists and the issue connected with the study of the problem of attracting ATO participants to entrepreneurship. O.A. Sorokivska offers an effective tool for the formation of a favorable policy for small and medium-sized businesses to introduce a system of road maps by region of the country [8].

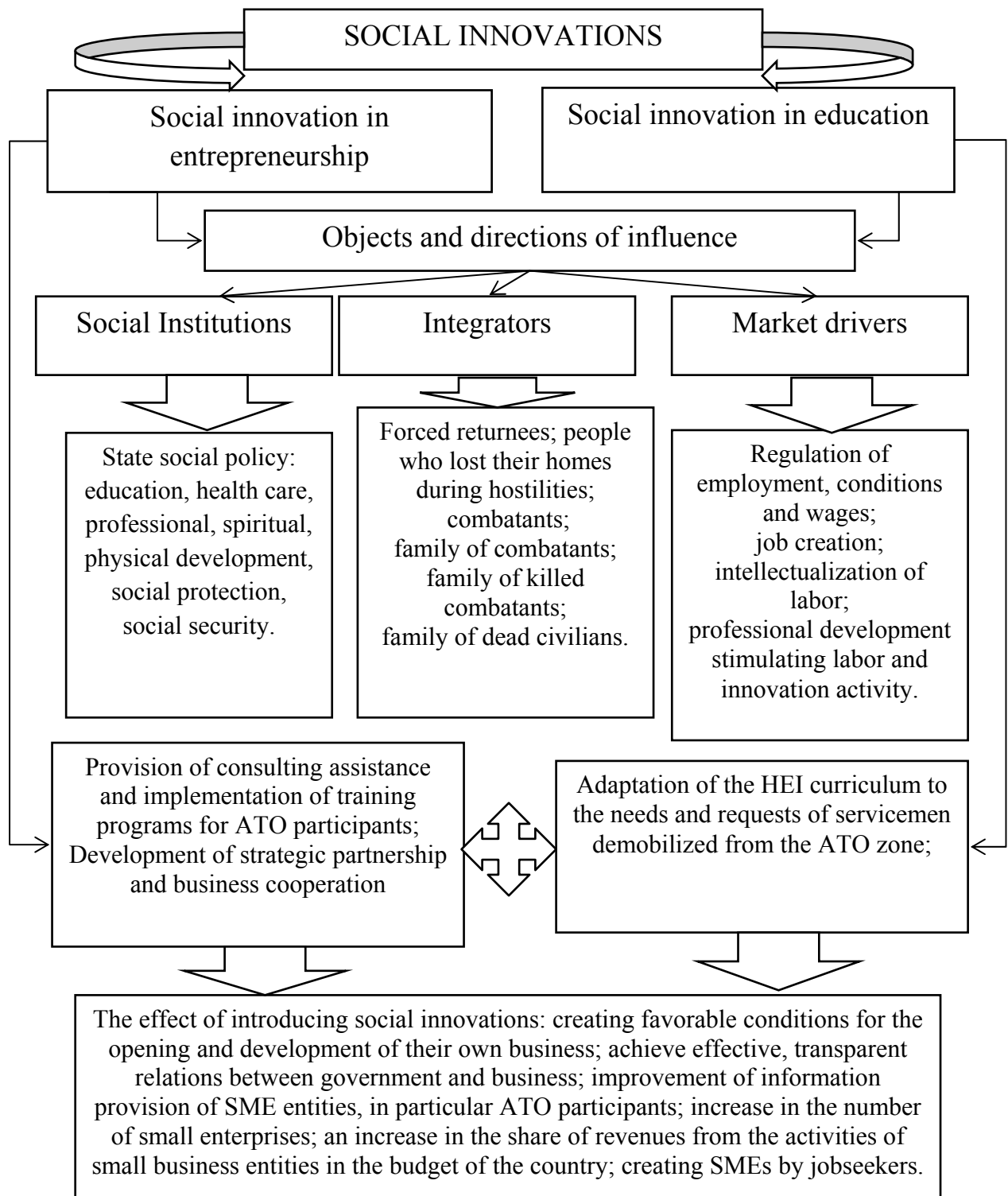
**The purpose of the study** is to develop theoretical framework for substantiating the effective algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education.

**Research results.** Social innovations are phenomena that are introduced into the system of socio-economic development of society at the initiative of the state, public associations, educational institutions and other social institutions, with the aim of developing the social infrastructure of the state and adaptation of new dynamic manifestations of innovation processes in the system of social management. The reasons for the emergence of social innovation in the opinion of A.V. Basharin can be of a dual nature: the possibility of occurring naturally or on the initiative of social control subjects [9]. Completion of the process of integration of innovations into the social infrastructure of the state implies their formalization in the form of regulated documents, which should describe the mechanism of social management of innovative processes in social systems.

A.V. Semikina depending on the content and scope of social innovation, distinguishes between the following spheres of life: social innovation in education; social innovation in education; social innovation in managing the development of human capital in the country; social innovations in social management of the development of the labor collective of the enterprise, social innovation in entrepreneurship, social innovation in the field of health care, social innovations in the provision of geriatric care to the population; social innovations in the field of employment [10].

As part of our study, we focus on social innovation in entrepreneurship and social innovation in education, since these categories are, in our opinion, the most significant reflections of the process of forming a new approach to innovative development of small and medium enterprises, aimed at adaptation of servicemen demobilized from the ATO zone.

Social innovations in education are expressed through the status changes in the market of educational services, adaptation of educational services programs, innovative changes in the system of education management, the emergence of new forms, methods and teaching technologies.



**Figure 1. The role of the symbiosis of social innovation in entrepreneurship and education for demobilized from the ATO zone (author's development)**

Social innovations in entrepreneurship are realized through the encouragement of the opening of their own affairs to socially unprotected sections of the population, through the implementation of various social projects. The role of the symbiosis of social innovation in entrepreneurship and education for demobilized from the ATO zone is presented in Fig. 1.

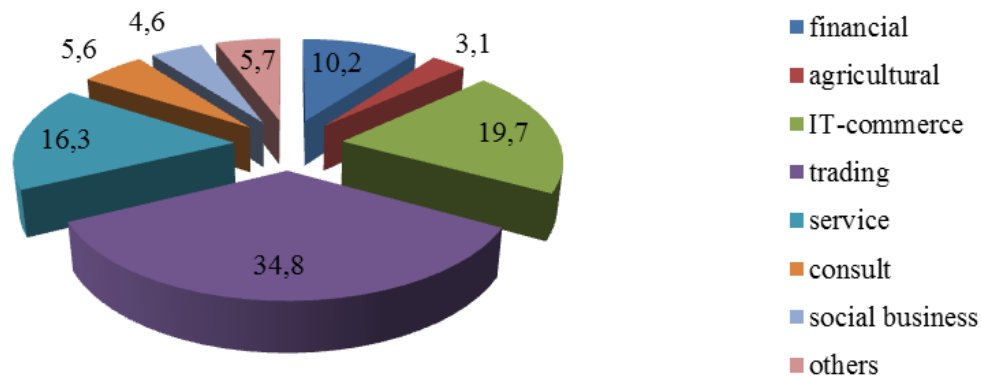


Figure 2. Priority areas for the business development for ATO participants

According to the results of a study on identifying the needs and requests of servicemen demobilized from the ATO zone, 34.8% of respondents plan to start their own business in the field of trade. In the second place – 19.7% of respondents preferred IT-commerce. Also, the service sector is very popular.

The study of obstacles to the opening of their own affairs by ATO participants revealed the lack of funds (51%) and the lack of knowledge and skills in entrepreneurship (34.1%) among the main reasons. According to respondents, all participants of the ATO lack financial support from the state (preferential lending, preferential taxation, state social projects), professional consultations, education and information support for the development of small and medium businesses (Fig. 3).

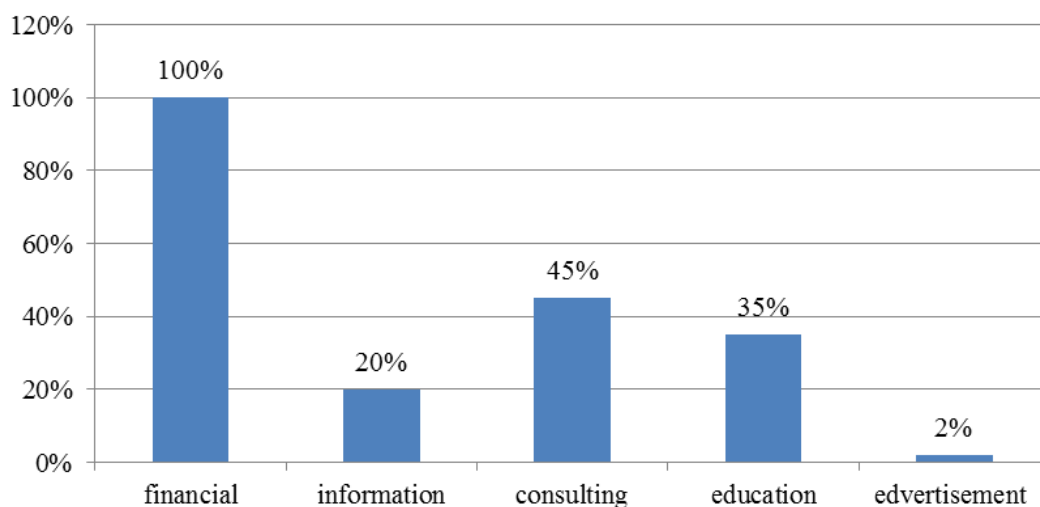


Figure 3. The main types of assistance needed by ATO participants

Thus, in order to create favorable conditions for the development of entrepreneurial potential, we have developed an algorithm for adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education.

This algorithm involves the sequential passage of three main stages: adaptation, modification and resultant (Fig. 4). Consider each stage of the pain in detail.

The adaptation stage of the algorithm involves the simultaneous implementation of medical and psychological adaptation (rehabilitation) and the integration (reintegration) of servicemen into the community.

Medical-psychological adaptation is proposed through the inclusion in the service life of a mandatory rehabilitation period after participating in hostilities. Medical rehabilitation, provides for regenerative therapy, reconstructive surgery, prosthetics. Psychological adaptation involves psychological, psychological and pedagogical, social measures aimed at the restoration, correction or compensation of violated mental functions, states, personal and social statuses. After passing the adaptation stage, servicemen demobilized from the ATO zone should be integrated into the society as a full-fledged person capable of undertaking entrepreneurial activity. The main problem that may arise at this stage is the lack of interest and awareness of the importance of rehabilitation measures after demobilization, as well as bias in obtaining psychological assistance [11].

The second stage – the modification, means to carry out informative and educational measures to motivate the opening of their own business and the development of entrepreneurial initiative by involving business consultants and university lecturers in support of ATO participants' projects. It should be noted that it is at this stage that the synergistic combination of social innovation in the field of entrepreneurship and education is important. The involvement of social investments and the use of social and innovative technologies will enable the creation of a comprehensive adaptation system, the functioning of which is aimed at the effective adaptation of future entrepreneurs.

The first step, designed to diagnose the potential of entrepreneurship for servicemen demobilized from the ATO zone, is testing on general entrepreneurial skills using the GET TEST methodology. The standardized methodology of the General GET TEST test determines the level of development of general skills in entrepreneurship by the following criteria [12, 13]: leadership; motivation; stress resistance; customer orientation; communication; teambuilding; organizing; normative; flexibility; comprehensive analysis of problems; development orientation.

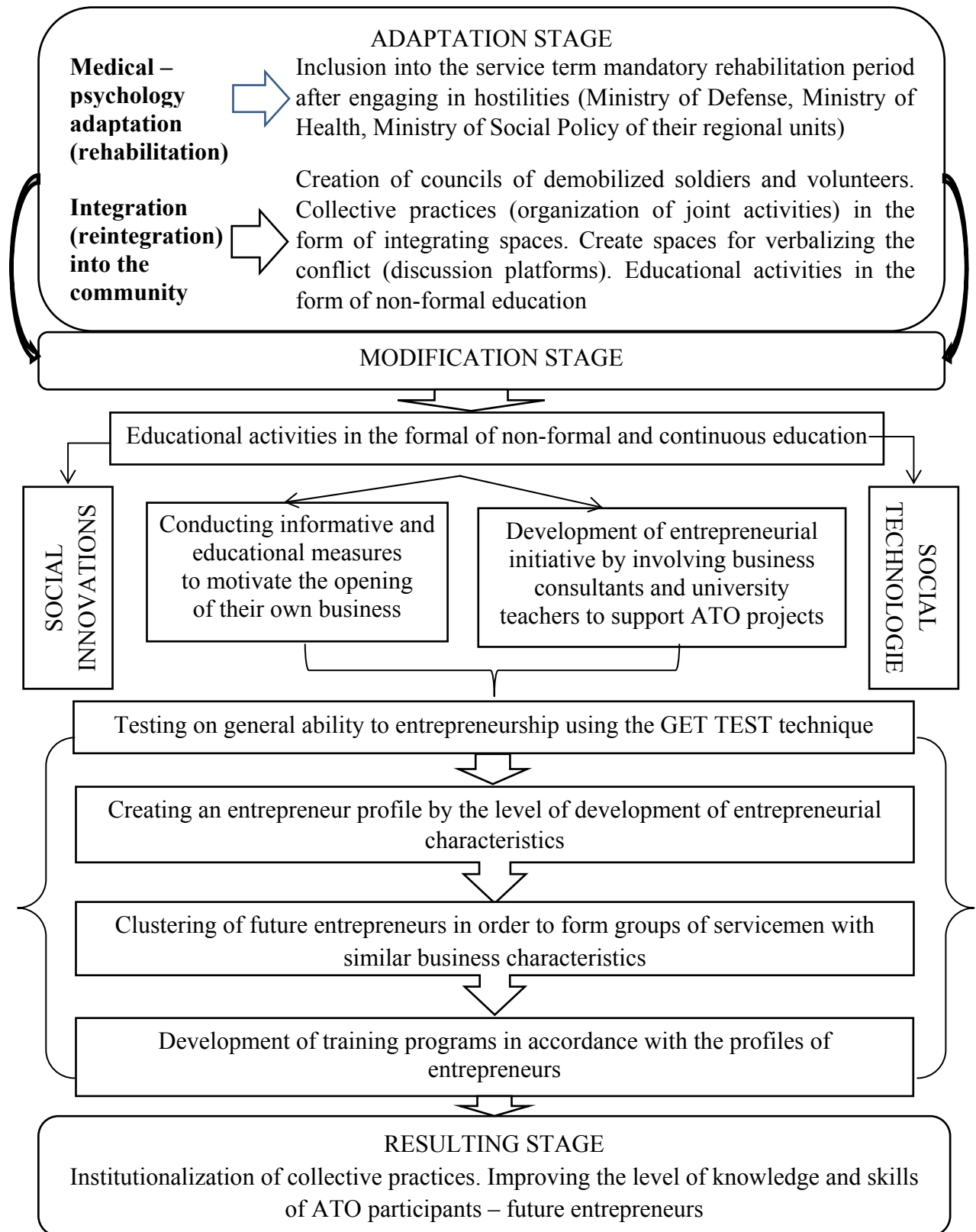


Figure 4. Algorithm of adaptation of servicemen demobilized from the ATO zone (author's development)



After testing, the entrepreneur profile is being prepared according to the level of development of entrepreneurial characteristics and the comparison of the profile of each integrator with the reference profile is carried out (Fig. 5).

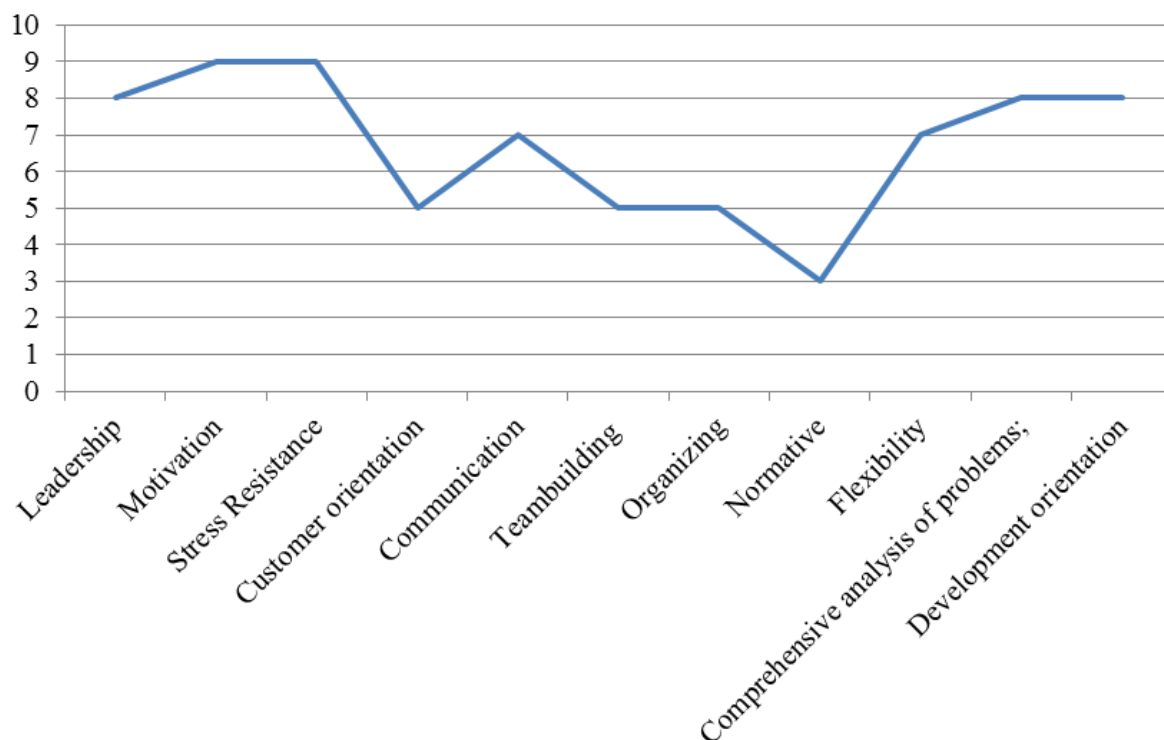


Figure 5. Standard profile of the entrepreneur

By comparison, clustering of future entrepreneurs by means of cluster analysis is carried out in order to form groups of servicemen with similar entrepreneurial characteristics.

Next, the development of training programs in accordance with the profiles of entrepreneurs. Table 1 provides the main training programs for military servants – future entrepreneurs.

Table 1

**Training programs in accordance with the profiles of entrepreneurs**

Subject	Training Program	Recommendation
<b>Emotions control</b>	Self regulation	Recommended in case of increased anxiety, emotional instability in order to improve emotional self-regulation.
	Stress management	Recommended in the case of high emotional stability in order to master the special skills of management and emotions that may be useful in the work

**Continuation of Table 1**

<b>Time management</b>	Self-organization	Recommended in case of high impulsivity and low self-control in order to increase the efficiency of time management.
	Time management	Recommended for advanced organization with the aim of mastering additional time management skills.
<b>Communication management</b>	Communication confidence	It is recommended in case of reduced contact with the aim of improving the skills of interpersonal communication.
	Effective communication	It is recommended in case of increased contact with the purpose of mastering special methods of communication.
<b>Self-management and team-management</b>	Team management	Recommended in case of high stability and availability of managerial capacity for the development of management skills of others.
	Self-knowledge	It is recommended in the case of increased interest in themselves and in the development of oneself for a more complete and deep understanding of oneself, their interests, for the development of skills for proper management of oneself.

The final stage is the resultant, where the institutionalization of collective practices takes place and the evaluation of the results of raising the level of knowledge and skills of ATO participants – future entrepreneurs.

**Conclusions and suggestions for further research.** Thus, the development of theoretical positions on the substantiation of an effective algorithm of adaptation of servicemen demobilized from the ATO zone on the basis of a synergistic combination of social innovation in entrepreneurship and education has given the opportunity to comprehensively approach the solution of the urgent issue of promoting the development of small and medium-sized enterprises among servicemen demobilized from the ATO zone. The versatility of the proposed algorithm consists in the possibility of its application not only for the adaptation of servicemen demobilized from the ATO zone, but also for graduates of higher educational establishments, unemployed people who attend training centers at the employment centers, as well as in the activities of enterprises for the purpose of personnel assessment.

Further research in this direction is to apply the proposed algorithm within the framework of the implementation of the joint Ukrainian-Lithuanian project "Ukrainian Educational Platform (for demobilized soldiers ATO) – educational road map" Step to Entrepreneurship".

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