

# SOCIAL ENTERPRISES — A SMART BUT YET UNDERESTIMATED RESPONSE TO CRISES AND EMERGENCY SITUATIONS

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*Social enterprises, successfully merging their social and business missions, have proved to be valuable players in economies around the world, including Latvia. Social entrepreneurship by no means is an easy endeavour — social entrepreneurs are constantly facing numerous challenges that often leave them at a disadvantaged position compared to commercial enterprises. In situations of crises or emergencies, such as the COVID-19 pandemic, some social enterprises in Latvia have managed to innovate and successfully adapt, but others have faced uncertainty and have found it difficult to make ends meet. Social enterprises are more vulnerable than ever. However, at the same time, they are invaluable service providers and a much-needed assistance to the people in need and social groups at most risk. Considering the double-bottom lines that social enterprises are able to achieve, they would deserve significantly more support from the public authorities compared to conventional enterprises. Despite the significant potential of social enterprises to alleviate the immediate social challenges caused by the COVID-19 pandemic, their role remains severely underrated in Latvia. Public authorities need to reconsider the provision of enhanced, comprehensive support systems to the social entrepreneurship sector which guarantee high returns on investment in terms of a healthier (both physically and mentally) and economically stronger post-crisis society.*

## Introduction

Research on the effects of recent COVID-19 pandemic on the social entrepreneurship sector is rather scarce despite the fact that the effect of the crisis on social enterprises has been even more profound due

to their hybrid mission — merging social and economic goals for the betterment of society. Suffering social entrepreneurship sector also leaves a negative mark on the well-being of society as social enterprises are often directly committed to serving various social risk

groups and also are involved in the provision of inclusive education and culture. Social enterprises in countries with a relatively young social entrepreneurship sector and social entrepreneurship culture, such as Latvia, have a difficult time voicing their concerns and requests for support in crises such as the COVID-19 pandemic. While social enterprises may be “invisible” on paper, their work and missions they are committed to, provide invaluable support to various risk groups, the well-being of which is often neglected by the government. Taking into account the aforementioned, authors advocate for a need to invest in a support social entrepreneurship sector especially in times of crises as the survival of social entrepreneurship sector will guarantee not only economic but what is especially important — also social returns. With this research, authors set out to explore the impact of the COVID-19 crisis on social entrepreneurship sector in Latvia, evaluate the degree of effectiveness of the available support measures for social enterprises and highlight potential areas for improvement, thus providing a valuable contribution to existing rather limited research.

### **Social entrepreneurship as a response to crises**

There is strong agreement among policy makers of European Union<sup>1</sup>, World Economic Forum<sup>2</sup>, and OECD<sup>3</sup> as well as among researchers that social entrepreneurship is a valuable tool for overcoming COVID-19 and other crises that may arise in the future. Among the latter, Vanessa Ratten has explored the social aspects during crises and indicates an acute need for social entrepreneurship specifically during times of crises, due to its innate focus on the well-being of society<sup>4</sup>. She also has highlighted the importance of application of innovative social value co-creation aspects in overcoming crises, which are the essence of social entrepreneurship<sup>5</sup>. Sophie Bacq has argued

that the very role of social entrepreneurs actually transforms during crises as their function changes “[...] from individual agents of change to collective resource orchestrators”<sup>6</sup>, which clearly accentuates the significant scale and scope of social entrepreneurial efforts, provided they are given the necessary support and recognition. Furthermore, S. Bacq also has praised social entrepreneurs for their potential to network and build partnerships in an innovative way as social entrepreneurship, “[...] can not only agilely orchestrate new arrangements but also be the glue that holds together cross-sector solutions”<sup>7</sup>.

A number of excellent social initiatives, bringing together specialists from a variety of backgrounds, have already confirmed the positive role social entrepreneurship can play in eradicating the variety of problems caused by the COVID-19 pandemic. An excellent example is the “Virtual Idea Blitz” (initiated by Kelly School of Business, Indiana University, USA) which was a virtual social value creation project that delivered excellent results in a short period<sup>8</sup>. Similar initiatives have also appeared in Europe<sup>9</sup>.

While social enterprises are highly valued and appreciated as valuable social actors within societies globally, the research on the impact of COVID-19 crisis on both social entrepreneurship sector<sup>10</sup> as well as conventional entrepreneurship remains scarce<sup>11</sup>. Authors intend to contribute to existing knowledge by researching the impact of COVID-19 on the social entrepreneurship sector in Latvia and highlighting areas for improvement for policy makers and public authorities, based on survey data and previously conducted research.

### **Social enterprises during COVID-19 crisis — how to best support the sector?**

The COVID-19 pandemic has certainly cast a wave of shock and turmoil not only on commercial entrepreneurship but also throughout the social economy sector. In Eu-

rope, social enterprises have experienced a decline in demand for their products and services resulting in loss of revenue and instability of cash flows<sup>12</sup>, which in turn have negatively affected their ability to achieve their social missions and undermined their existence. As reported by the European Network of Social Integration Enterprises, a significant number of work integration social enterprises had to decrease their activities due to restrictions imposed by the pandemic. Still, the organisation evaluates its members as resilient in the face of crisis brought about by COVID-19 despite the fact that most of them did not receive any specific additional government support<sup>13</sup>. The resilience of work integration enterprises is confirmed by various good practice cases collected by the organisation, including some from Latvia as well, which reflected re-focusing of operations on new opportunities, which emerged during the crises<sup>14</sup>. However, the ability of the social enterprises to adapt in the face of crises significantly depends on the industry social enterprise is representing. While the pandemic has left a significant mark on the operations of the social economy sector, V. Ratten highlights that the global pandemic has also spurred a growth in social entrepreneurial ideas and social value co-creation activities<sup>15</sup> thus even further proving the effectiveness of application of entrepreneurial ideas in social problem solving.

In the face of past and future crises, it is important to consider and revisit policy recommendations as well as advice from the community of researchers. Drawing on relevant available entrepreneurship research, Richard L. Weaver recommends social enterprises to adopt “strategic frugality” by focusing mainly on revenue supporting activities, preservation of the existing financial resources and development of short- and long-term strategies for crisis management and resilience building<sup>16</sup>. Social enterprises are also invited to focus on “mission agility” rather than the risks of “mission drift”<sup>17</sup>. As explained by R. L. Weaver,

crisis circumstances demand attention to financial aspects more than ever in order to survive and be able to carry out the social mission on a long-term basis<sup>18</sup>. Mohamed Farhoud et al. provided detailed recommendations for successful crowdfunding efforts during crisis, providing strategic advice from the perspective of three major parties involved — social enterprises, crowdfunding platforms as well as the crowd itself<sup>19</sup>.

With regard to public policy development, V. Ratten has argued that for effective social value creation, fast and open exchange of information is crucial and advocates for a need of “[...] cultivating a culture of openness that thinks more about societal benefits rather than financial profit”<sup>20</sup>. The specific location of the social enterprise has a significant role to play in recovery from crises since regions with higher entrepreneurial activity may be better equipped to overcome the financial shocks brought about by crises suggesting a need to provide stronger support to economically less advanced areas<sup>21</sup>. Governments are offered a detailed overview of policy response measures for support of the social entrepreneurship sector<sup>22</sup>, however, as reflected in the report by the European Network of Social Integration Enterprises, a significant number of European countries have opted not to implement any specific support programmes and measures for social enterprises<sup>23</sup>. In Latvia, the situation is similar, as social and commercial enterprises can apply and receive identical support instruments, provided they meet the criteria for eligibility. In the light of the aforementioned, the authors intend to identify to what degree the available support instruments meet the needs of social enterprises in Latvia and search for solutions to further improve the existing situation.

## Research elaborations

The purpose of this research is to determine the degree of impact severity of the COVID-19 crisis within the social

entrepreneurship sector in Latvia and propose effective solutions for utilising the power of social enterprises to counter and minimise negative effects of crises, which may surface repeatedly in the future.

The tasks of research are: (1) to analyse the existing research, publications on activities of social enterprises in the face of the COVID-19 crisis; (2) to analyse the effect of the COVID-19 crisis on social entrepreneurship in Latvia; (3) to investigate the needs of Latvian social enterprises during crises and emergency situations caused by the COVID-19 pandemic.

Primary research methods: analysis of previous research and publications, analysis of four structured surveys (three surveys in 2020 and one in 2021) conducted by the Latvian Social Entrepreneurship Association and distributed online among its members. Surveys contained a mix of closed and open-ended questions to allow respondents provide detailed expression of opinions. Online survey was selected as a means for data collection due to a need to collect information quickly as well as due to the meeting restrictions imposed by the COVID-19 crisis.

## Findings

The surveys in 2020 and 2021 covered such aspects as the projected impact of the declared state of emergency on the operations

of social enterprises and non-governmental organisations (NGOs), the application activity among social enterprises for the downtime allowance and the projections regarding social enterprise operations after the end of the state of emergency.

The first survey, conducted after the first state of emergency due to COVID-19 in 2020 was declared, yielded 38 responses. The majority of respondents (44.7%) were social enterprises with official status, followed by *de facto* social enterprises (associations, foundations engaged in social entrepreneurship: 31.6%). For an indication of representativeness, by the end of 2019, official status was granted to 81 social enterprises<sup>24</sup>. Respondents were mainly (84.2%) engaged in service provision (education, healthcare, social services etc.). An overwhelming majority of respondents (86.8%) indicated that the declared state of emergency would have a negative effect on the operations of their business or organization, as reflected in Figure 1.

Specifically, among the negative effects, the majority of respondents were most concerned about not being able to acquire planned revenue (27 respondents), losing existing and/or potential customers (24 respondents), and not being able to pay salaries and being forced to lay off employees, including those belonging to risk groups (24 respondents). 17 respondents selected

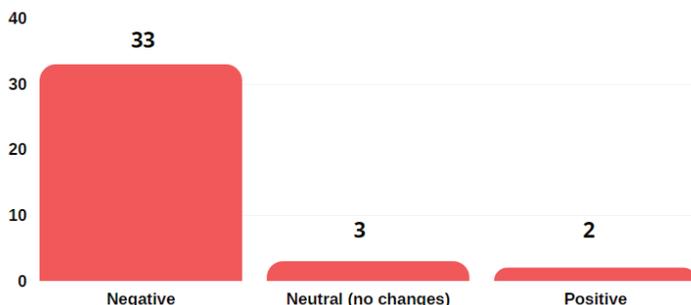


Fig. 1. Respondents by indicated effect of declared state of emergency in 2020 on their operations,  $n = 38$

Source: The first structured survey conducted by the Latvian Social Entrepreneurship Association in 2020

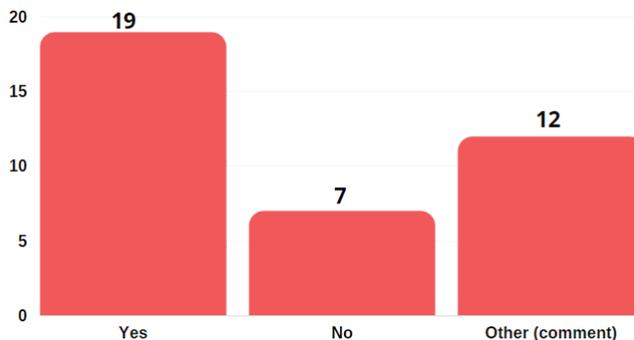


Fig. 2. Respondents by indicated need of government support for continued operations in the future,  $n = 38$

Source: The first structured survey conducted by the Latvian Social Entrepreneurship Association in 2020

inability to fulfil contract obligations among negative effects of the declared state of emergency, 15 respondents indicated additional expenses, 13 respondents — inability to fulfil their social mission, as they may need to fight for existence of their enterprise/organisation, and seven respondents even indicated that their enterprise/organisation may be on the verge of bankruptcy. Overall, respondents describe the current situation as troublesome indicating a decline in customers, cancelled or reduced volume of orders and fear of bankruptcy as many have been forced to cancel planned events, which are a source of revenue. Despite the overall negative mood among respondents, respondents are divided in their opinions regarding the need for government support in order to be able to continue their operations in the future, as reflected in Figure 2.

While 50% of respondents indicate that government support would be necessary for their continued existence, the remaining 18.4% disagree, and 31.6% of respondents are rather undecided. They note that the need for support depends on the duration of the state of emergency and hope that they will manage on their own which potentially indicates a high degree of determination among respondents and willingness not

to give up easily. Among most frequently mentioned necessary support mechanisms are tax discounts, extension of tax payment deadlines, financial support to cover such expenses as rent etc., tax holidays and provision of loans to secure cash flows. Among other means of support respondents mention support for employing volunteers, support for purchase of hygiene supplies, faster access to COVID-19 testing and government procurement schemes.

The focus of the second survey (29 responses in total), conducted shortly after the first one, was to investigate the degree of application activity for downtime allowance among social enterprises and challenges associated with the process. As social enterprises in Latvia were not granted any specific targeted support from the government but were rather invited to apply for the downtime allowance with identical criteria as their commercial counterparts, it was important to understand if this support mechanism was able to reach social enterprises effectively. The majority of the 29 respondents (44.8%) were social enterprises with the official status, followed by foundations and associations (*de facto* social enterprises) (27.6%) and limited liability companies that had not yet achieved the official status of a social

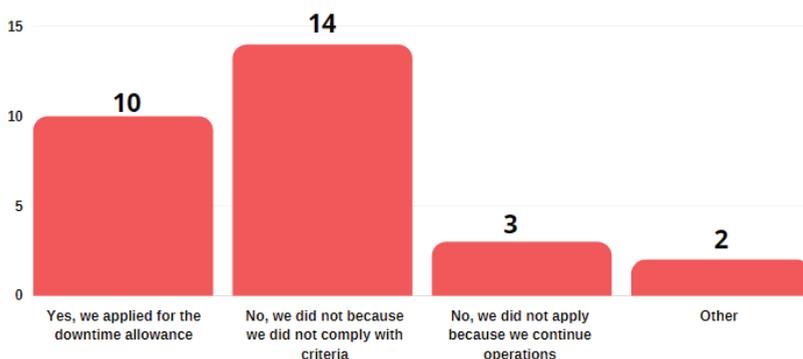


Fig. 3. Respondents by application activity for downtime allowance,  $n = 29$

Source: The second structured survey conducted by the Latvian Social Entrepreneurship Association in 2020

enterprise (24.1%). Among respondents there was also one self-employed person representing 3.4% of the total number of respondents.

As reflected in Figure 3, the majority of respondents (48.3%) did not apply for the downtime allowance since they did not comply with the criteria required.

Almost half of the above-mentioned respondents (six out of a total of 14 who did not apply due to inability to meet criteria) were limited liability companies with social enterprise status, followed by limited liability companies who have not earned the official status yet, indicating significant gaps in the government downtime allowance scheme in relation to social enterprises. Among the reasons for not applying for the downtime allowance respondents most often mentioned inability to prove decline in turnover, tax debts and only partial downtime of the business. From the ten respondents who applied for the downtime allowance, only one respondent had received a positive answer on the date of survey, three respondents had been rejected but 6 were still waiting for the decision. The respondents whose applications were turned down indicated among the reasons such circumstances as insufficient loss in revenue due to successful growth of the businesses

and insufficient age of the business (less than one year).

While 31% of respondents expressed interest in other support mechanisms available for businesses (e.g., tax holidays, loans to secure cash flows, rent discounts etc.), as reflected in Figure 4, respondents were rather cautious with regard to their ability to meet criteria for securing those mechanisms. They expressed their hopes to use those mechanisms, if they meet the criteria, rather than determinations, indicating a significant lack of flexibility on behalf of supporting institutions.

A significant proportion of respondents (24.1%) indicated lack of information about other support mechanisms or noted that they have not made the decision yet, indicating some informational gaps which, if properly addressed, could potentially help social enterprises identify the right support alternatives sooner.

The focus of the third survey (30 responses) conducted a little less than a month before the end of the declared state of emergency, was to proactively determine the support mechanisms needed to recover and continue operations after the end of the declared state of emergency. Among respondents, 53.3% were limited liability companies with social enterprise status, followed by *de facto*



Fig. 4. Respondents by intention to use other support mechanisms, n = 29

Source: The second structured survey conducted by the Latvian Social Entrepreneurship Association in 2020

social enterprises (foundations and associations) — 20%, limited liability companies without social enterprise status — 13.3% and other respondents — 13.3%.

56.7% of respondents reported significant loss of revenue due to the declared emergency, as reflected in Figure 5.

The majority of respondents, whose responses were categorised as “Other”, reported full shutdown of operations, indicated no revenue at all or indicated cease of growth.

Compared to the first survey where respondents projected the effect of the state of emergency on their operations, in the third survey respondents were asked to indicate the actual effect of the state of emergency on

their operations. Overall, authors observed that the effect statements were marked slightly less often than they were when respondents were making the projections, except for the statement where respondents indicated their inability to fulfil the social mission due to the need to fight for their existence. Such a trend may potentially indicate that the effects were overall slightly less harsh as projected, however, still significant. 23 respondents indicated loss of planned revenue, 17 respondents indicated loss of current and/or potential customers, 15 respondents indicated inability to fulfil their social mission, 13 respondents — not being able to pay salaries and being forced to lay

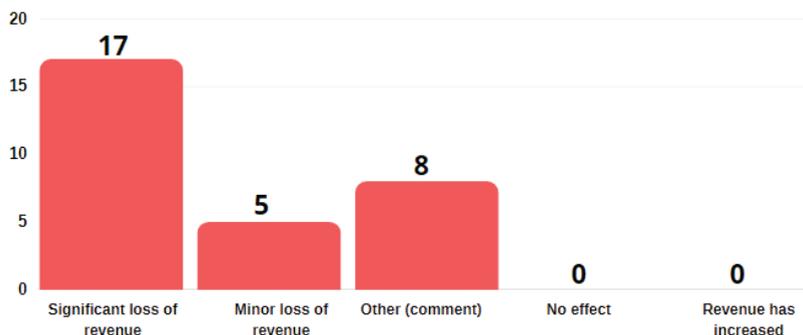


Fig. 5. Respondents by effect of emergency situation on their operations, n = 30

Source: The third structured survey conducted by the Latvian Social Entrepreneurship Association in 2020

off employees, ten respondents — indicated inability to fulfil contract obligations, five respondents — indicated that their enterprise/organisation may be on the verge of bankruptcy and four — that they have incurred unplanned expenses.

Despite the variety of negative effects brought about by the state of emergency, the majority of respondents (43.3%) projected that the revenue streams will recover within a few months after the end of the state of emergency. However, 20% of respondents were clearly not as positive with their projections, indicating that revenue will continue to decrease even after the end of the state of emergency. Only one respondent indicated no change in revenue or even increase in revenue regardless of the state of emergency. Ten respondents indicated none of the aforementioned options and provided comments reflecting thoughts on slow recovery, doubts about the possibility to maintain the business and generate sufficient revenue flows.

Reflecting on necessary financial and non-financial support needed (other than the available downtime payments, tax holidays and loans to support cash flow) in order to bring up their business to the pre-crisis level,

the majority of respondents voiced a need for a variety of consultations (marketing design, re-profiling business etc.). Among other support mechanisms, social enterprises mentioned recovery grants in return for measurable, positive changes in financial indicators, support and subsidies from municipality to cover rent and utility bills and restore jobs.

Latvian Social Entrepreneurship Association conducted the fourth survey among its members during January 2021. The main purpose of the fourth survey was to determine the impact of the second state of emergency (declared at the beginning of November 2020 and effective until early February 2021) on the social enterprise sector and evaluate the efficiency of the available support mechanisms in order to search for better solutions to support social enterprises during times of crises. Survey yielded 20 responses. The majority of respondents (75%) were limited liability companies with social enterprise status, 20% of respondents were *de facto* social enterprises (associations and foundations) and the remaining 5% (one respondent) was a self-employed person.

Overall, comparing both states of emergency (the first beginning in spring and the

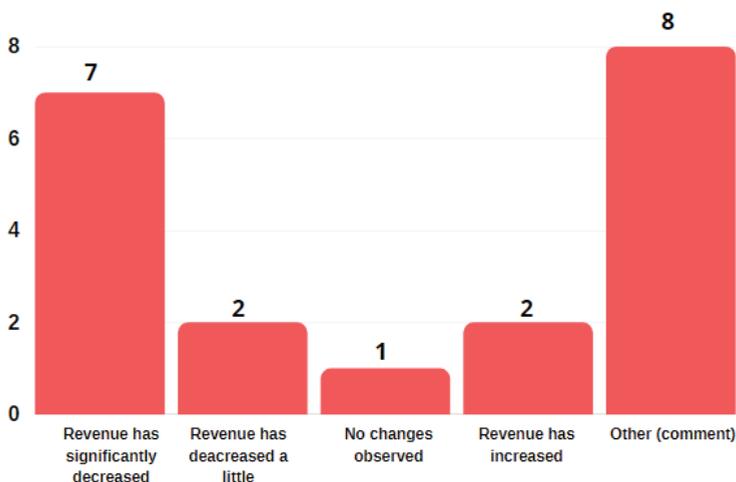


Fig. 6. Respondents by effect of the 2<sup>nd</sup> emergency situation on their operations, n = 20

Source: Structured survey conducted by the Latvian Social Entrepreneurship Association in January 2021

second in autumn), a significant proportion of respondents continue to indicate a significant drop in revenue, as reflected in Figure 6.

While 40% of respondents (eight in total) selected “Other” as their answer, six respondents indicated in their comments that their operations have fully stopped, which increases the proportion of severely affected respondents up to 65%. Among the negative effects brought about by the state of emergency, social enterprises most frequently indicated loss of planned revenue (13 respondents), inability to fulfil their social mission (11 respondents), loss of current and/or potential customers (10 respondents), inability to fulfil contract obligations and pay bills (seven respondents). Three respondents indicated that their enterprise/organisation may be on the verge of bankruptcy. Respondents in their comments also voiced concerns about inability to achieve the targets set out for their financial grant projects, expressed a certain level of despair as they do not fit the criteria for downtime allowance and other support mechanisms and do not have sufficient revenue for employee salaries.

Looking into the future, while a significant proportion of social enterprises (55%)

are staying positive in their projections about recovery of revenue flows, as reflected in Figure 7, a rather significant proportion of social enterprises, who chose to provide comments reflected in “Other”, are rather concerned about the future and survival of their business.

The content of the comments provided allows to conclude that while some social enterprises are keeping a positive outlook and are determined to continue operations, the majority project that revenue will continue to decrease after the end of the state of emergency and are rather desperate in their thoughts about the future. Authors conclude that while some social enterprises have been more successful at keeping their business afloat during the crisis, a significant number of social enterprises have had to fight for their existence and their survival is under threat.

The above is also consistent with the respondents’ answers to the question if they have been able to use the available support mechanisms during the state of emergency — only 35% of respondents (seven social enterprises out of 20) provided confirmative answers. Of those, six respondents had applied for downtime allowance and received



Fig. 7. Respondents by projected revenue in the future,  $n = 20$

Source: Structured survey conducted by the Latvian Social Entrepreneurship Association in January 2021

approval, while the application of one respondent was still pending at the time of the survey. Three respondents had applied for subsidies to cover employee salaries, but only two of those received full or partial approval. Six respondents had applied for subsidies to support cash flows, of those, applications of five respondents were still pending at the time of the survey and one respondent indicated that the application had been rejected but did not provide the reason for rejection.

Looking into the future, social enterprises are divided in their intentions to use the available support mechanisms repeatedly. While 50% of the respondents provide confirmative answers, 35% indicate that they do not plan to use the currently available support mechanisms in the future and the remaining 15% further elaborate that they do not even fit the criteria for those support mechanisms. While several enterprises have indicated no need for support, this is still a clear indication of the fact that social enterprises are falling through the currently available safety net in terms of the support mechanisms provided.

Asked if they plan to apply for any other support mechanisms (besides downtime al-

lowance, subsidies for salaries and cash flow support), the majority of respondents (45%) indicated that they do not have any information about respective mechanisms, as reflected in Figure 8, which indicates a significant informational gap.

Given that information about the variety of support mechanisms is available online from various official sources, it is difficult to determine the causes for such a significant shortage of information. Nevertheless, the fact that only a total of 25% of respondents have either applied or plan to apply for other support mechanisms, again highlights that the current support system does not fully support the needs of social enterprises. Asked about the support instruments that respondents would need after the end of state of emergency in order to renew operations, several respondents indicated financial support for marketing activities, reduced taxes and rent payments, subsidies for employing new staff as well as subsidies for co-financing necessary to apply for projects. Respondents also indicated that support mechanisms should be provided based on evaluation of amount paid in taxes rather than fluctuations in turnover.

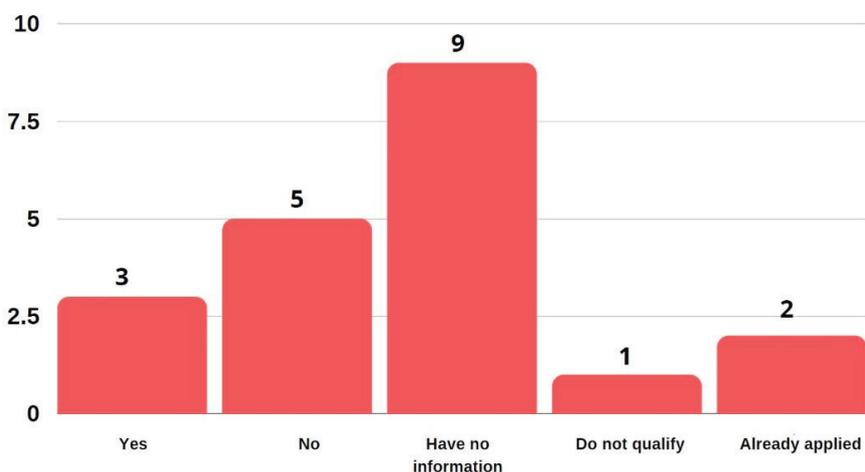


Fig. 8. Respondents by intention to apply for other support mechanisms,  $n = 20$

Source: Structured survey conducted by the Latvian Social Entrepreneurship Association in January 2021

## Conclusions

In times of crises, social enterprises, provided they are receiving the necessary support, have the potency to support government measures and initiatives and help society recover from effects of crises much faster. While social enterprises in Latvia have not yet achieved the aforementioned level of recognition from the government due to the relatively young age of the sector, their contribution to the well-being of society in Latvia is invaluable. To survive in times of crises, social enterprises should adhere to financial frugality and not be afraid to pay increased attention towards their economic goals. Governments should engage in building open and trustful communication with society and main partners, including social entrepreneurship sector. Particular attention should be paid to social enterprises located in regions with lowest economic activity, providing additional support mechanisms if possible.

In Latvia, the majority of survey respondents indicated that COVID-19 crisis brought about such negative effects as inability to acquire planned revenue, loss of customer base, inability to make ends meet and inability to achieve their social mission. The effectiveness of existing support mechanisms is insufficient as a significant number of social enterprises are not able to meet the criteria for eligibility. Specifically, given the young age of social enterprises, proving decline in turnover has been a challenge. Some respondents have expressed feelings of alienation and being trapped due to inability to make ends meet. In the future, authors recommend applying distinct eligibility criteria for social enterprises, avoiding focus on decline in turnover as primary criterion for support. Research results also indicated a need to invest more resources in informational campaigns as a significant number of social enterprises indicated lack of information with regard to the full package of available support mechanisms. Overall, some respondents in Latvia

have managed to innovate and successfully adapt, but the majority have faced uncertainty and have found it difficult to survive. While a significant number of respondents were rather sceptical about their ability to recover or increase their revenue flows, the majority of respondents are convinced they will be able to return to their normal state of operations, indicating resilience of the social entrepreneurship sector. Social enterprises are eager to use the existing support mechanisms, provided they meet the eligibility criteria. Additionally, such support mechanisms as consultations on a variety of topics, financial support for marketing, reduced taxes, specific recovery grants, additional support from municipalities and other mechanisms mentioned previously in the article, would enhance the liveliness of the sector and allow social enterprises regain their strength.

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*Dr. oec.* **Biruta Sloka**, profesore un vadošā pētniece Latvijas Universitātes Vadības zinību nodaļā un Latvijas Universitātes Ekonomikas un vadības zinātniskajā institūtā. Pētījumu intereses saistītas ar dažādu procesu, t.sk. izglītības un zinātnes aspektu kvantitatīvo analīzi, kā arī digitālās vides izmantošanu izglītībā, zinātnē un informācijas vadībā.

## SOCIĀLIE UZŅĒMUMI — GUDRS, BET PAGAIĀM NENOVĒRTĒTS RISINĀJUMS KRĪZES SITUĀCIJU PĀRVARĒŠANAI

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## Kopsavilkums

**Atslēgas vārdi:** *krīzes risinājums, sociālais uzņēmums, sociālā uzņēmējdarbība, sociālā ietekme, atbalsta mehānismi, Latvija*

Veiksmīgi apvienojot sociālos un biznesa mērķus, sociālie uzņēmumi sevi pierādījuši kā vērtīgus spēlētājus valstu ekonomikā globālā mērogā, tai skaitā arī Latvijā. Sociālā uzņēmējdarbība nav vienkārša — sociālie uzņēmēji pastāvīgi saskaras ar daudziem izaicinājumiem, un tas nereti pasliktina to pozīciju, salīdzinot ar komerciālajiem uzņēmumiem. Krīžu un pandēmiju gadījumos, piemēram, Covid-19 situācijā, daži sociālie uzņēmumi spēja pielietot inovācijas un veiksmīgi adaptēties, bet citi piedzīvoja nenoteiktību un grūtības nodrošināt uzņēmuma dzīvotspēju. Sociālie uzņēmumi ir vairāk neaizsargāti nekā jebkad. Tomēr tie darbojas kā nenovērtējami pakalpojumu un tik ļoti nepieciešamās palīdzības sniedzēji sociālā riska grupām. Ņemot vērā dubulto pienesumu, ko tie spēj sniegt, sociālie uzņēmumi ir pelnījuši ievērojami lielāku atbalstu no valsts puses nekā komerciālie uzņēmumi. Neraugoties uz sociālo uzņēmumu nozīmīgo potenciālu Covid-19 radīto izaicinājumu mazināšanā sabiedrībā, Latvijā pagaidām sociālie uzņēmumi ir nenovērtēti. Valsts mērogā vajag atkārtoti izvērtēt nepieciešamību ieviest vairāk pilnveidotas, plašākas atbalsta sistēmas sociālās uzņēmējdarbības sektoram, kas garantētu augstu atdevi, veidojot fiziski un garīgi veselīgāku, kā arī ekonomiski spēcīgāku sabiedrību.