



Communication aspects of inclusive business models: Strategies, innovations, prospects

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Abstract. The relevance of the research problem was determined by the need to understand the communication aspects of inclusiveness as a component of corporate social responsibility and a tool for the moral transformation of entrepreneurship in the context of military and socio-economic challenges. The aim of the study was to conceptualise the communication strategies of inclusive business models and analyse the peculiarities of their implementation using the example of Ukrainian initiatives in 2020-2024. The study used methods of systematic analysis to determine the structure and functions of inclusive business models, as well as generalisation, case studies and comparative analysis to identify innovative approaches to the development of strategic communications in the field of inclusive entrepreneurship. The results showed that inclusive business communication strategies are a modern form of public representation of socially responsible entrepreneurship. They combine economic expediency with social integration, promote the formation of partnerships between business and the public, increase the level of trust in companies and strengthen the reputation of brands. Effective communication tools include the principles of openness and transparency, the creation of inclusive product and service design, the use of ethical media practices and social campaigns targeting vulnerable groups. It has been proven that systematic communication strengthens the social capital of organisations, contributes to the expansion of their influence and increases the level of social cohesion. Analysis of Ukrainian cases showed that the effectiveness of inclusive business projects depended on the alignment of corporate strategy with society's expectations, cultural context and international standards of sustainable development. The practical significance of the study lay in the possibility of applying its results to develop communication strategies for companies seeking to combine business efficiency with social responsibility and implement inclusive approaches in corporate culture

Keywords: inclusion; communication strategies; social responsibility; reputational capital; brand image

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Introduction

In Ukraine's transformational development amid military challenges and economic instability, the analysis of communication aspects of inclusive entrepreneurship has become increasingly important, as public communication has been a key resource in building trust, mobilising resources and creating social opportunities for vulnerable groups. A review of the scientific literature allowed to identify several areas of research that formed the basis for this work. L.V. Frolova & S.O. Yermak (2021) pointed to the role of corporate social responsibility as a factor in the transformation of business practices and emphasised the need to integrate inclusive approaches into business strategies. A. Kramarenko & A. Kvitka (2023) analysed the mechanisms of interaction between business and local communities and proved that targeted communication measures increased the level of involvement of vulnerable groups in economic activity. O.V. Brazhko & A.O. Nadezhdenko (2024) examined the legal and regulatory aspects of supporting social initiatives, emphasising that without clear representation and communication, legal support did not always translate into sustainable social practices. The authors emphasise that the lack of clear communication mechanisms between state institutions, business and the public reduces the effectiveness of even well-designed regulatory instruments. S.M. Boldyzhar & I.V. Khokhlova (2024) emphasised the link between companies' reputation strategies and the audience's perception of inclusive initiatives, showing that authentic messages contributed to a long-term positive response from stakeholders. The study proves that formal or declarative communication, on the contrary, undermines trust and reduces the social impact of entrepreneurial initiatives.

E. Borges *et al.* (2023) focused on the impact of digital communication channels on the transparency of corporate communications, demonstrating that openness and systematic disclosure of information significantly increase the effectiveness of social and sustainability campaigns. The authors also emphasise that the interactivity of digital platforms and the two-way nature of communication contribute to stakeholder engagement and the formation of long-term trust in companies that implement sustainable development principles. Z. Li *et al.* (2023) analysed the structure of corporate social responsibility (CSR) communications on social media and concluded that clearly structured, targeted messages stimulate higher communicative activity among consumers. The study also showed that the emotional component of CSR communications acts as an important mediator between the informational content of messages and the behavioural responses of the audience, enhancing its engagement and loyalty. A.D. Baranetska (2024) drew attention to the ethical dimensions of inclusive communications in media discourse, emphasising that adherence to the principles of clear language and respect for different social groups reduces the risks of manipulation.

The author also notes that ethical inclusive communication is an important prerequisite for building social trust and increasing the responsibility of both the media and business structures. O. Sobko (2024) and V. Pylypenko *et al.* (2024) in their studies on Ukrainian practices of social responsibility and social entrepreneurship outlined applied models for implementing inclusive approaches in business in times of crisis. The authors emphasised that the effectiveness of such models largely depends on the alignment of corporate strategies with regional socio-economic needs and the level of development of local communities, especially in conditions of war and economic transformation.

A comparison of studies revealed the existence of publications covering various dimensions of inclusiveness: from legal and management decisions to communication practices. However, the Ukrainian scientific paradigm lacked sufficient systematisation of communication tools as a separate area of research. Analysis of existing approaches revealed gaps related to the limited use of empirical case methods to assess the impact of specific communication strategies on engaging vulnerable audiences. The aim of the study was to develop a theoretical and methodological framework for identifying and classifying communication strategies of inclusive business models in Ukraine and to form a basis for further empirical analysis of their effectiveness in specific regions and sectors of the economy.

Materials and Methods

The methodological basis of the study was a combination of systemic and comparative approaches, which provided a comprehensive view of the communication aspects of inclusive business. The use of a systemic approach made it possible to consider inclusive business as an integrated system in which communication strategies interact with social, economic and cultural factors. In the course of the work, the structural elements of the communication system of inclusive entrepreneurship (messages, channels, audiences, effects of influence) were identified and their interaction within the organisational model was analysed. The comparative approach made it possible to compare the communication features of socially responsible entrepreneurship with traditional business. To achieve the set goal, methods of analysis and synthesis were used, which helped to generalise the main scientific provisions and define the conceptual boundaries of the study. In particular, the analysis method was used to study contemporary publications from 2020–2025 on the topics of inclusive business and socially responsible entrepreneurship. Scientific works on inclusive and social entrepreneurship were analysed, including the study by C.K. Prahalad & S.L. Hart (2002) to determine the economic basis of inclusive models and the concept of "fortune at the bottom of the pyramid"; the work of M. Yunus *et al.* (2010) to understand the principles of building sustainable social business models.

The works of E. Likoko & J. Kini (2017), A. Kramarenko & A. Kvitka (2023), S.M. Boldyzhar & I.V. Khokhlova (2024) were also analysed to examine the characteristics of inclusive and socially responsible entrepreneurship (with a focus on the Ukrainian context).

In the study, the factual material was supplemented by an analysis of information obtained from open web resources representing Ukrainian inclusive enterprises. In particular, attention was paid to their official websites and social media accounts. A special place is given to the use of the case study method, which allowed for a detailed examination of successful examples of Ukrainian inclusive businesses, in particular Lady Di Atelier (n.d.), Veterano Pizza (n.d.) and the inclusive bakery Good Bread (n.d.). The social enterprise VBrani (n.d.) and the inclusive showroom Walnut House (n.d.) were also analysed, which made it possible to comprehensively reveal the peculiarities of implementing inclusive business models in the Ukrainian context. The selection of these cases was determined by their significant social importance, transparency in communicating social values, active involvement of vulnerable groups (including veterans, people with disabilities, women in difficult life circumstances), as well as the diversity of approaches to multi-vector interaction with the target audience. The results obtained were interpreted taking into account the relevant theoretical provisions set out in the analysed scientific sources. This provides the opportunity for verification and replication of the study by other researchers, provided that a similar sample of information resources and cases is used.

Results

Socially responsible entrepreneurship has certain communication specifics, which can be explained primarily by the fact that it is a relatively new but rapidly growing segment of Ukrainian civil society. It combines the features of traditional entrepreneurial activity and public initiatives aimed at solving socially significant problems – from unemployment and ecology to the inclusion of vulnerable groups of the population. Its fundamental difference lies in the fact that making a profit is not an end in itself, but is seen as a tool for implementing a social mission. The spread of the socially responsible entrepreneurship model in Ukraine is taking place in conditions of martial law, economic instability and profound social change, which necessitates new forms of sustainability, innovation and trust. In these conditions, the

communication activities of socially responsible enterprises are no less important than production or financial activities, because it is through effective communication that a business entity gains the opportunity to obtain support, explain its value to society and integrate into the public sphere.

The communication specificity of socially responsible entrepreneurship lies, first and foremost, in the multi-vector nature of its audiences. Unlike traditional businesses, where the key goal is customer sales, a socially responsible enterprise deals with many groups of interaction – philanthropists, volunteers, government agencies, the media, local communities, as well as those who are the direct objects of support (e.g., people with disabilities or veterans). Each of these audiences requires a separate communication strategy, taking into account their values, needs, characteristics, and receptivity to messages. These conclusions are based on the provisions set out in the works of E. Likoko & J. Kini (2017), L.V. Frolova & S.O. Yermak (2021), A. Kramarenko & A. Kvitka (2023).

The primary characteristics of socially responsible entrepreneurship communications are consistency and ethics. Namely, the creation of a long-term communication platform that incorporates the mission of a socially responsible business entity, its positioning, tone of voice, formats for presenting information, channels for interacting with the audience, and adherence to the principles of respect for human dignity, especially in cases involving vulnerable groups. An equally important characteristic is the multi-vector nature of audiences (the number and diversity of contact groups with which interaction takes place). This also includes transparency, according to which entrepreneurship can submit public reports, including on sources of funding. Secondary characteristics include rhetoric (emphasis on solidarity, support, mutual assistance); empathy (the ability to engage the audience through emotional resonance) and authenticity (the uniqueness of the brand's "voice" based on real experience and sincerity). Comparing the communications of socially responsible entrepreneurship with traditional business, using the comparative method, it has been established that social enterprises are distinguished by more emotionally charged and ethically oriented messages, focusing on community values. At the same time, traditional businesses mostly focus on consumer benefits and achieving commercial results. (Table 1).

Table 1. Key characteristics of socially responsible entrepreneurship and traditional business (comparative aspect)

Traditional business	Characteristic	Socially responsible entrepreneurship
Profit is paramount	Purpose of communication	Social change is paramount
Clearly defined target audience (TA)	Audience	Multidimensional audience
Limited circle, determined by the TA	Interaction groups	Numerous: philanthropists, volunteers, authorities, media, local communities, inclusive groups

Continued Table 1.

Traditional business	Characteristic	Socially responsible entrepreneurship
Universal	Nature of communication strategy	Individualised for each target audience
Guarantees profit	Systematicity	Ensures consistency in communication
Buy a product	Rhetoric	Doing good together
Brand anonymity	Authenticity	Real stories and sincerity
Data confidentiality	Transparency	Openness in everything, transparency
Focus on benefits	Ethics	Emphasis on respect and dignity

Source: developed by the authors based on their own conclusions

Based on a comparative analysis of the key characteristics of traditional business and socially responsible entrepreneurship, it has been concluded that these two types of production activities differ significantly in terms of communication style and nature. Since socially responsible enterprises that implement inclusive business models in their activities often face a number of socially determined communication challenges, it is worth pointing out the most common ones, such as insufficient recognition or merging with other business entities difficulty in formulating a mission in simple and understandable language; risk of stigmatisation when covering topics such as disability, mental health issues, poverty, and traumatic experiences; limited resources for developing a professional media strategy. Looking at how communication challenges will affect the activities of socially responsible enterprises reveals that they have consequences and can even lead to certain threats. One of the most significant is the loss of trust and damage to reputation, which can result from the dissemination of false information, slander, insults, distortion of facts, or other negative actions that violate honour and dignity. At the same time, effective communication is the most powerful tool for social relations, as it allows to build trust, attract grant support, obtain crowdfunding, activate communities, and change public opinion. That is why there is a growing need to introduce socially oriented thinking in the social entrepreneurship sector – that is, an approach in which communication is seen not as a secondary function, but as a core strategy for achieving social goals (Saebi *et al.*, 2018). Thus, communication in socially responsible entrepreneurship is not just about conveying information. It is a process of participation and joint creation of meaning, in which the communication of a business entity becomes the language of social responsibility, and the enterprise becomes a representative of value changes in society. It is this feature that determines the need for in-depth research into the communication strategies of inclusive initiatives, such as Good Bread, Lady Di Atelier, Veterans Pizza, Vbrani, as well as projects such as Walnut House.

The inclusion and socialisation of people with mental disorders is a pressing social issue. The process in which a person with special intellectual and mental needs learns to live in society, assimilating its rules, values, norms and roles in order to become a full member

of it, occupies an important place in contemporary humanitarian discourse, where the values of equality, justice and harmonious personal development are increasingly being affirmed. The problem lies not only in the physical or economic isolation of this group, but also in the fact that it is still often perceived through the prism of limitations rather than opportunities, which is largely a consequence of historical stigmatisation and the lack of an inclusive cultural narrative, with which one cannot but agree with the authors. The gradual process aimed at the harmonious development of social acceptance of inclusion as a natural phenomenon began only recently and has overcome many problems associated with the rejection of people with mental disabilities. For a long time, these people were neglected by society. It was only at the beginning of the 21st century that the public began to pay closer attention to them and look for opportunities for their adaptation and socialisation in society. The basic principle of inclusion is the adaptation of the system to human needs (and not vice versa), which corresponds to the modern understanding of inclusion presented in the works of E. Likoko & J. Kini (2017) and S. Mukherji (2021).

In Ukraine, the process of rethinking attitudes towards people with mental disorders began relatively recently and still faces a number of challenges. These include a lack of adapted educational programmes, stereotypes in the labour market, limited representation in the media, and restrictions in public life. In this context, socialisation, i.e. involving people in active participation in society, requires a comprehensive approach. Inclusion should not be just a formal principle, but part of everyday life, including education, professional opportunities, quality leisure time, the creation of a comfortable environment, productive communication, and full representation in various aspects of social life. Mental disorders cover a wide range of manifestations, from intellectual characteristics to cognitive or communicative difficulties. The biggest challenge remains the social environment, which is often unable to adapt to the perception of "otherness". In this regard, effective inclusion involves creating a supportive psychological, physiological, and communicative environment for people with such problems. Education, upbringing, and training play a significant role in the process of integrating people with special needs into society. These must be adapted






to their needs in order to ensure the most comfortable standard of living possible.

Modern approaches to inclusion in Ukraine are focused on ensuring conditions in which all people, regardless of their needs, have the opportunity to coexist and have equal access to social interaction. These approaches are based on the following principles: involvement, which involves creating conditions for a full life instead of simply "helping"; partnership, which involves the participation of people with mental disorders, injuries or disabilities in the development of social programmes, campaigns and content; ethical communication, which rejects paternalistic or pitying approaches; creating a comfortable space for adaptation and successful socialisation; normalising the image of the "other" as a natural part of social diversity, rather than an exclusion from it; representation in the media, public discourse or cultural initiatives. These principles reflect current trends in the perception of inclusion and social integration of persons with special needs in Ukraine (Lopatina *et al.*, 2023; Pylpenko *et al.*, 2024; Boldyzhzar & Khokhlova, 2024).

Modern inclusion cannot be effective without proper communication support. After all, it is only through

public coverage of initiatives, popularisation of stories, demonstration of direct communication, or other types of inclusive communication directly with representatives of vulnerable groups that a real transformation of public perception becomes possible. That is why, according to the authors, strategic communication is seen as one of the key tools for overcoming barriers between the "vulnerable" and the "ordinary" and for forming a culture of equality, participation, and solidarity. Thus, the inclusion of people with mental disorders in modern conditions is not only a social or medical process, but also a profound communication practice that requires new forms of representation, interaction and joint content creation. In this case, a socially responsible business entity acts not only as a means of recognition, but also of normalisation and legitimisation of otherness, and its communication becomes the key to creating a truly open society. Inclusiveness as a strategy of socially responsible entrepreneurship is quite common in Ukraine, which indicates a trend rather than isolated cases. To illustrate this, a selection of communication initiatives by some companies, including Good Bread, Lady Di Atelier, Veterans Pizza, Vbrani, and Walnut House, is presented in Table 2.

Table 2. Visual representation of communication initiatives of socially responsible companies with an inclusive component

Company name	Logo	Credo / message
Good Bread		"We create a space where everyone feels part of the community and provide opportunities for creative self-expression in the art studio".
Lady Di Atelier		"Through fashion, we tell the world the stories of people who inspire".
Veterans Pizza		"There are thousands of pizzerias, but there is only one Veterano pizza! Through our activities, we prove that life goes on and it is worth moving forward".
Vbrani		The team's credo: "We knit products – we connect generations".
Walnut House		"Our principle of working with women is to be targeted and have a meaningful impact. Give them a fishing rod, not a fish".

Source: developed by the authors based on Good Bread (n.d.), Lady Di Atelier (n.d.), Veterano Pizza (n.d.), VBrani (n.d.), Walnut House (n.d.)

One of the most famous social enterprises in Ukraine is the inclusive bakery Good Bread, located in Kyiv. Its

main idea is to create an emotional narrative that promotes the integration of people with disabilities and the

formation of a supportive community. The main focus of the enterprise is to provide employment for people with disabilities, particularly those with mental disabilities. The organisation's staff includes more than 70 employees with cognitive impairments. Since its inception, the bakery has produced more than 330,000 loaves of bread. The main means of communication with the public are social networks, media products, and partnership projects. The innovative concept of the bakery lies in building an active community around the brand through sincere stories about employees, which strengthens audience trust and creates emotionally rich content. This approach allows the organisation to effectively convey its main message: support for inclusivity and humanity. The slogan "Good Bread from Good People" serves not only as a marketing tool but also as a communication motivator that succinctly outlines the main aspects of the business: What? To whom? From whom? The future prospects of Good Bread's communication strategy include further expansion of its presence in the digital space, intensification of cooperation through partnership platforms, and integration with other inclusive initiatives, which will help scale their social impact (Good Bread, n.d.).

The first inclusive atelier in Ukraine, Lady Di Atelier, located in Lviv, serves as a striking example of integrating inclusion into the creative process by involving people with various types of disabilities in its work. The aim of the atelier is to promote the ideas of tolerance and inclusion among the general public, using fashion as a platform for social change. The central credo, "Fashion with meaning", emphasises the importance of creativity as an instrument of influence. The creative team of the atelier consists of 15 authors of different ages, including children and adults. Lady Di Atelier products are available in ten retail outlets across Ukraine, covering seven cities, as well as in the Czech capital, Prague. The company actively uses social media, organises exhibitions and collaborates with marketplace partners to increase its visibility and product availability. The products created are not only the result of high craftsmanship, but also a social statement, embodying the idea of creative freedom and the ability to transcend limitations. Particular attention is paid to involving authors in social projects, which shapes the brand's emotionally unique identity. The communication strategy is based on generating creative content, actively participating in thematic exhibitions, and using social platforms as a showcase for presenting the artists' work. The brand's innovative approach is manifested in the inclusion of artistic self-expression as an integral part of its organisational identity. Lady Di Atelier's main slogan, "Keep your light shining despite the darkness", has deep philosophical significance and is full of ideas about vitality, overcoming difficulties, and striving for victory. This message has a special resonance in the context of wartime, forming a strong motivational impulse. Lady Di Atelier's development prospects lie in the field of intercultural communication, international cooperation and

strengthening the role of storytelling as a means of promoting inclusiveness through art (Lady Di Atelier, n.d.).

The Veterano Pizza restaurant and pizzeria with delivery, part of the Veterano Group chain (with branches in Kyiv, Lviv, Odesa, Ternopil, Truskavets, Drohobych and Boryspil), is an example of a socially responsible business. Its goal is to create jobs for veterans and help them adapt to civilian life. The company's main mission is to build the future of human connections. The company's approach is based on brand solidarity, supported by real stories of veterans returning to peaceful life through entrepreneurship. The main message is trust and mutual assistance, which allows for the formation of a business built on shared values and identity. Interaction with the audience takes place through social media, the organisation of charity events and the expansion of the partner network, which helps to establish a deep emotional connection with the community. The company's slogan is "Our innovations provide people with new ways to connect". The main innovation is content aimed at developing collective identity. In the future, there are plans to extend this approach to other veteran initiatives and expand the information campaign to the level of national discourse (Veterano Pizza, n.d.).

The social enterprise Vbrani brings together elderly people, giving them the opportunity to create unique knitted products. Its mission is to promote the integration of older people into society by providing them with a space for creativity, development and self-fulfilment. The initiative mainly involves women from geriatric nursing homes, offering them the opportunity to feel valued. As of 2025, the project brings together 60 craftswomen from 12 regions of Ukraine, who have already created over 4,500 knitted items. Its slogan, "Love and care in every product", emphasises the warmth and social importance of this activity. Vbrani helps elderly women feel needed by involving them in the creation of beautiful things and at the same time giving them a dignified old age. Communication with the audience is carried out through social networks, local events, thematic competitions, and grant programmes. The team's credo, "Knitting products, connecting generations", embodies the idea of intergenerational unity and social integration. A unique feature of the approach is the bottom-up communication model, where the main focus is on the participants themselves – elderly women who become the faces of the brand. Further development of the project involves sharing success stories through documentary formats, collaborating with youth brands, and expanding informational influence based on narratives of social unity. This will help strengthen intergenerational ties and raise awareness of the issue of supporting older people in modern society (Vbrani, n.d.).

The social enterprise Walnut House successfully combines business activities, including a bakery, café-pâtisserie and catering, with providing social support to women in difficult life circumstances. As part of

its activities, it has established the Olga Tsipanovska Centre for Integrated Care, which offers mobile medical and psychological services, as well as the “Walnut House” Foundation, which cares for women in crisis situations. The organisation’s activities also include support groups, which are implemented through projects. One such initiative is “Kryla” (Wings), which aims to help women gain confidence in their own abilities, start their own businesses and create a community for establishing partnerships, mutual promotion and implementing charitable initiatives. Walnut House actively engages the media and social networks to spread its mission of helping women in difficult circumstances. The project focuses on improving the lives of the most vulnerable groups: women who have suffered domestic violence, are raising children with disabilities, have limited employment opportunities, are internally displaced persons, veterans or partners of military personnel. The main emphasis is on targeted and practical assistance aimed at enabling women to change their lives independently and not return to crisis conditions. This philosophy is conveyed by the slogan “Give a fishing rod, not a fish”. An important part of the strategy is the use of multimedia content, such as video stories, interviews, and media campaigns, which help to engage the audience emotionally. The organisation’s innovative approach focuses on personal-

ised support that has a real social impact. Future plans include scaling up the experience through digital self-help platforms and expanding international partnerships (Walnut House, n.d.).

Overall, these examples prove that inclusive business in Ukraine is a growing trend that takes various forms, from employing veterans and people with disabilities to supporting women in crisis and the elderly. They share several characteristics: social orientation, active use of communication channels, creation of value-oriented content, and a focus on building trust and reputation capital. In the work of M. Yunus *et al.* (2010), social business is seen as a sustainable model of entrepreneurship in which economic activity is subordinated to a clearly defined social mission and the principle of reinvesting profits for the public good. The approaches proposed by the authors emphasise the importance of transparency, consistency and clarity in communicating social goals, which ensures trust, public recognition of the business and long-term interaction with stakeholders. To systematise the research results, the analysed cases were summarised in Table 3. It demonstrates the key parameters of inclusive business models – social focus, communication channels, scale of impact, creative communication strategy, innovation and prospects, which allows comparing different practices according to uniform criteria.

Table 3. Key parameters of inclusive business models

Name of socially responsible enterprise	Social focus	Communication channels	Scale of impact	Creative communication strategy	Innovations	Prospects
Good Bread	Employment of people with mental disabilities	Social media, online media, partnerships	70+ employees, 330,000+ loaves of bread, active charity work	Promoting the history of integration and support	Creating a “community around the brand”	Integration with other inclusive initiatives; expansion of digital presence
Lady Di Atelier	Inclusion of people with disabilities in the creative sector	Social media exhibitions, points of sale	15 authors, sales in Ukraine and Prague	Telling inspiring stories	Including artistic expression as part of brand identity	Cross-cultural communications, international cooperation
Veterans Pizza	Social adaptation of war veterans	Partner events, donations	No exact data available; network in major cities of Ukraine; active support for the veteran community	Promoting ideas of solidarity and mutual assistance	Creating content that shapes collective identity	Formation of a broader information campaign within the national discourse
Vbrani	Elderly people, women from geriatric nursing homes	Social media local promotions, competitions, grants	As of 2023 – 60 craftswomen in 12 regions of Ukraine, 4,500+ products	Transmitting the values of the older generation	A bottom-up communication model, where the project’s heroes are the face of the brand	Collaborations with youth brands
Walnut House	Women in crisis situations	Social media, educational programmes	Care centre, mobile services, support groups	Using multimedia content to enhance relevance, significance, and expediency	Transmitting social influence through a personalised approach	International partnership and scaling of support experience through digital self-help platforms

Source: developed by the authors based on Good Bread (n.d.), Lady Di Atelier (n.d.), Veterano Pizza (n.d.), Vbrani (n.d.), Walnut House (n.d.)

The summary data shows that inclusive business models in Ukraine are becoming a stable trend and are being implemented in various forms – from the food industry to creative industries. What the analysed companies have in common is the combination of a social mission with the active use of communication channels, which allows not only to create jobs for vulnerable groups, but also to build a positive image and trust on the part of society. Each of the cases demonstrates its own approach: Good Bread – an emotional story of integration, Lady Di Atelier – creative self-realisation of people with disabilities, Veterano Pizza – building a community based on veteran identity, Vbrani – interaction between socio-demographic and cultural-historical communities of people united by common conditions of formation and functioning in a historical period, and Walnut House – targeted assistance to women in crisis situations. Thus, inclusive business is not a isolated phenomenon, but a holistic trend that influences the development of social responsibility in entrepreneurship in Ukraine. It has been confirmed that the success of inclusive business practices depends not only on organisational or economic factors, but also on the ability of enterprises to effectively communicate their social mission. Communication acts as an “mediator” between social value and

the audience, creating conditions for public recognition and expanding influence.

The study found that the effectiveness of inclusive business practices depends not only on internal organisational or economic factors, but also on the ability of companies to effectively communicate their social mission. In the work of C.K. Prahalad & S.L. Hart (2002), the concept of “fortune at the bottom of the pyramid” argues that business can combine profitability with social value if it purposefully creates affordable products/services and involves low-income and vulnerable groups as full participants in the market. Communication acts as a kind of “bridge” between the social value being created and society, promoting its recognition and expanding its influence. Analysis has shown that communication plays a key role for several reasons: it focuses attention on the ethical aspect of the business, making its social goals more understandable and accessible; it builds reputation capital, which is crucial in a competitive environment; it performs an educational function, helping to change public opinion about people with disabilities, veterans or other vulnerable groups; it creates conditions for attracting partners and donors, ensuring the sustainability of the business model. Thus, these aspects define the main missions of communication in inclusive business, which can be summarised and presented graphically (Fig. 1).



Figure 1. Key communication missions in inclusive business

Source: developed by the authors based on their own conclusions

The results of the analysis make it possible to outline a number of strategic communication goals in inclusive entrepreneurship, including promoting the idea of equal opportunities and social justice, shaping a positive image of business as socially responsible, ensuring the active participation of vulnerable groups in public life through their representation in the media, engaging the public in supporting projects through volunteering, donations and partnerships, as well as changing stereotypes and shaping a culture of inclusiveness. In this way, communication in inclusive business is not a supporting function, but a defining one that directly influences the sustainability and effectiveness of socially responsible entrepreneurship.

The results of the analysis show that inclusive business models in Ukraine are demonstrating a trend towards growth and gradual systematic development. Despite limited resources, these initiatives are capable of creating a unique communication space in which social mission is combined with economic efficiency. The study confirms that it is communication strategies that

make the social mission visible, legitimise it in the public sphere and ensure support from society. The study analysed the communication practices of a number of inclusive business models in Ukraine. Particular attention was paid to Good Bread, a company that implements the concept of employing people with mental disabilities. An analysis of the company’s official social media pages (Facebook, Instagram) for 2022-2024 revealed a systematic approach to shaping the image of a “business with a human face”. In particular, the main topics of communication are: employee stories, demonstration of social mission, slogans, credo, highlighting product features and partnership initiatives. A comparative analysis of other Ukrainian initiatives (Lady Di Atelier, Veterans Pizza, Vbrani, Walnut House) showed a variety of communication formats: from demonstrating creative works and participating in exhibitions (Lady Di Atelier) to emphasising corporate solidarity and partnership (Veterans Pizza). All of them demonstrate a common trend – the use of communication channels for informal education

of society about the importance of inclusiveness. Thus, the results of the study confirm that Ukrainian inclusive businesses not only ensure social integration but also form a new ethical norm of entrepreneurship, centred on trust, humanity and responsibility.

Discussion

The results obtained in this study regarding communication strategies for inclusive business models in Ukraine under martial law demonstrate that effective public communication through social networks and web resources contributes to building trust, engaging vulnerable groups (veterans, persons with disabilities) and social integration, although it faces challenges such as a lack of legal regulation and demographic problems. A comparative analysis with the works of other authors reveals common trends and differences, emphasising the multidisciplinary nature of the topic. In the work of N. Choi & S. Majumdar (2014), social entrepreneurship was viewed as an essentially controversial and multidimensional concept, the content of which is shaped by the social context, values and public expectations, which directly correlates with the study of the communication aspects of inclusive business models. This approach allows to interpret inclusive business as a form of socially responsible entrepreneurship, the effectiveness of which largely depends on the communication of social mission, transparency and public representation of social value, which contributes to the formation of trust, social capital and the alignment of business strategies with society's expectations.

In the study by D. Oppong-Tawiah & J. Webster (2023), corporate communication of sustainable development is viewed through the prism of greenwashing risks, particularly on social media, where declarative messages are often not backed up by real practices. In the context of analysing the communication aspects of inclusive business models, this source emphasises the critical importance of authenticity, ethics and evidence in public messages, as the gap between the declared social mission and actual actions undermines trust, reduces reputational capital and negates the potential of communication as a tool for social integration, which is particularly relevant for Ukrainian initiatives in crisis conditions. According to W.N.H. Wan Afandi *et al.* (2023), CSR communication influences stakeholder perceptions, building trust and corporate reputation through openness and consistency of messaging. This is similar to the results of this study, where an analysis of cases of Ukrainian inclusive enterprises (e.g., Veterano Pizza) showed that transparent communication about social initiatives increases audience loyalty. However, unlike W.N.H. Wan Afandi *et al.* focus on general corporate strategies, this study focuses on the military context, where communication becomes a tool for mobilising resources for vulnerable groups, adding an ethical dimension that the authors do not fully consider. Similarly, E. Borges *et al.* (2023) in a systematic review of the

literature identified sustainability communication tools, such as digital platforms and two-way dialogue, that significantly increase the effectiveness of social campaigns. Common to these findings is the conclusion about the role of interactivity in engaging stakeholders, as in the case of VBrani, where social networks contribute to the normalisation of inclusion. The difference is that E. Borges *et al.* focus on global practices, while the present study reveals the specifics of Ukraine, where war conditions require the adaptation of communication to demographic changes such as migration, which was not analysed in detail by the authors.

A.D. Baranetska (2024) considered CSR as a concept of retransmitting social values in wartime, emphasising information and communication aspects for building social trust. This directly echoes the findings of this study on ethical communication in inclusive businesses, where the rejection of paternalistic approaches (as in Lady Di Atelier) promotes social integration. The emphasis on ethical dimensions is common, but the difference is that A.D. Baranetska focuses on media discourse, while this study extends the analysis to empirical cases, identifying practical barriers such as a lack of resources for digital representation. S.M. Boldyzhzar & I.V. Khokhlova (2024) positioned social entrepreneurship as an innovative tool for solving social problems in Ukraine, with an emphasis on government programmes. Common with the results presented in this study is the recognition of the role of social enterprises in creating jobs for vulnerable groups, similar to Walnut House. However, the authors focus on general economic aspects, while this study highlights the communication component, showing how authentic messages enhance the effect, which was not considered by S.M. Boldyzhzar & I.V. Khokhlova in the context of war. Researchers O.V. Brazhko & A.O. Nadezhdenko (2024) analysed the socio-legal problems of social entrepreneurship development in Ukraine, highlighting trends in regulatory barriers. This differs from the results of this study, where legal aspects are considered secondary to communication strategies, but the conclusion about the need for clear representation for the sustainability of practices is common. The authors examine legal mechanisms in greater depth than this study, which focuses on communication as a bridge between the legal field and social integration. L.V. Frolova & S.O. Yermak (2021) examined the development of CSR among business structures in Ukraine between 2005 and 2020, specifying the directions of transformation. What they have in common is an emphasis on the integration of inclusive approaches into business strategies, as in the cases considered in the study. The difference is that the authors focus on historical development, while this study adds a military dimension, showing the evolution of CSR into an instrument of social stability.

V. Hurochkina & A. Braunagel (2024) studied social enterprises in the context of war against the labour market and demographics in Ukraine, emphasising their role in job creation. This is similar to the findings of this study

on inclusive businesses as a means of social integration, but the authors consider demographic aspects more broadly than the present study, which integrates communication as a key factor. In the work of A. Steiner & S. Teasdale (2019), social entrepreneurship is interpreted as a factor of social inclusion and local community development, the effectiveness of which depends on establishing trust-based communication with stakeholders and taking into account the local context, which is consistent with the findings of the study on the decisive role of strategic communications in the sustainability of inclusive business models. A. Kramarenko & A. Kvitka (2023) have developed a socially oriented inclusive business model for the strategic renewal of enterprises. What they have in common is the systematisation of economic, environmental and social aspects, as in these empirical conclusions. The difference lies in the focus on the theoretical model, while this study adds a practical analysis of communication in case studies. Overall, the comparison shows that the results of this study complement existing works by emphasising the communication dimension in a military context, while other authors focus on legal, economic or general aspects. This opens up prospects for further research on the integration of communication into inclusive models.

■ Conclusions

The study confirmed that inclusive business models in Ukraine not only shape new practices of socially responsible entrepreneurship, but also serve as an important communication resource for its further transformation. They combine economic efficiency with a social mission, promoting trust, community expansion, and the development of a culture of mutual support. The business models of Good Bread, Lady Di Atelier, Veterano Pizza, Vbrani, and Walnut House demonstrate that the decisive factor in their sustainability is the harmonious combination of a social mission with well-thought-out communication strategies.

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These initiatives are characterised by a clearly formulated communication mission, which is to create an inclusive public discourse through positive examples of self-realisation among people from vulnerable groups. The strategic goals of communication are to raise public awareness of the importance of inclusion, shape a positive image of social entrepreneurship, build partnership networks, attract new audiences through authentic storytelling, and strengthen interaction in the digital space. Empirical analysis revealed different approaches to achieving these goals. Good Bread focuses on communication through the personal experiences of its employees, Lady Di Atelier on demonstrating the creative potential of people with disabilities, Veterano Pizza on the idea of solidarity among veterans, Vbrani on intergenerational interaction, and Walnut House on supporting women in crisis situations. Despite the differences, what all cases have in common is an understanding of communication as a mechanism for social integration, where authenticity, openness, and emotionality determine the level of trust and effectiveness of interaction. Further research should focus on creating a system of indicators of communication effectiveness for inclusive businesses and developing modern digital formats for interaction, such as storytelling, interactive media projects, and partnerships with influencers.

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Комунікаційні аспекти інклюзивних бізнес-моделей: стратегії, інновації, перспективи

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Анотація. Актуальність досліджуваної проблеми зумовлювалася потребою осмислення комунікаційних аспектів інклюзивності як складника соціальної відповідальності бізнесу та інструменту моральнісної трансформації підприємництва в умовах воєнних і соціально-економічних викликів. Метою дослідження було концептуалізувати комунікаційні стратегії інклюзивних бізнес-моделей та проаналізувати особливості їх реалізації на прикладі українських ініціатив 2020-2024 років. У дослідженні було використано методи системного аналізу для визначення структури та функцій інклюзивних бізнес-моделей, а також узагальнення, кейс-стаді та порівняльний аналіз для виявлення інноваційних підходів до розвитку стратегічних комунікацій у сфері інклюзивного підприємництва. Результати засвідчили, що комунікаційні стратегії інклюзивного бізнесу є сучасною формою публічної репрезентації соціально відповідального підприємництва. Вони поєднують економічну доцільність із соціальною інтеграцією, сприяють формуванню партнерських взаємин між бізнесом і громадськістю, підвищують рівень довіри до компаній та зміцнюють репутацію брендів. До ефективних комунікаційних інструментів було віднесено принципи відкритості й прозорості, створення інклюзивного дизайну продуктів і сервісів, застосування етичних медіа-практик і соціальних кампаній, орієнтованих на вразливі групи населення. Доведено, що системна комунікація підсилює соціальний капітал організацій, сприяє розширенню їхнього впливу та підвищує рівень соціальної згуртованості. Аналіз українських кейсів показав, що ефективність інклюзивних бізнес-проєктів залежала від узгодженості корпоративної стратегії з очікуваннями суспільства, культурним контекстом і міжнародними стандартами сталого розвитку. Практичне значення дослідження полягало у можливості застосування його результатів для розроблення комунікаційних стратегій компаній, які прагнуть поєднати бізнес-ефективність із соціальною відповідальністю та впроваджувати інклюзивні підходи в корпоративну культуру

Ключові слова: інклюзія; комунікаційні стратегії; соціальна відповідальність; репутаційний капітал; імідж бренду