



НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ
УНИВЕРСИТЕТ

Graduate School of Business
Department of Business Management

Social Entrepreneurs' Resilience In The Pandemic: International Practices of Cat Cafes

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RESEARCH SIGNIFICANCE.

- ✘ Decrease of income
- ✘ Operational disruptions due to the pandemic
- ✘ Collaboration networks undeveloped



Social entrepreneurships become

- less attractive to customers
- less able to realize charitable projects
- less resilient to possible disruptions in the future

When one-third of non-profit organizations face a danger of being shut down ([McCartney, 2020](#)), how a social enterprise like this is going to survive?

PURPOSE, OBJECT AND SUBJECT, TASKS



- To identify resilience practices utilized in cat-café's across countries

Object: the cat-café's

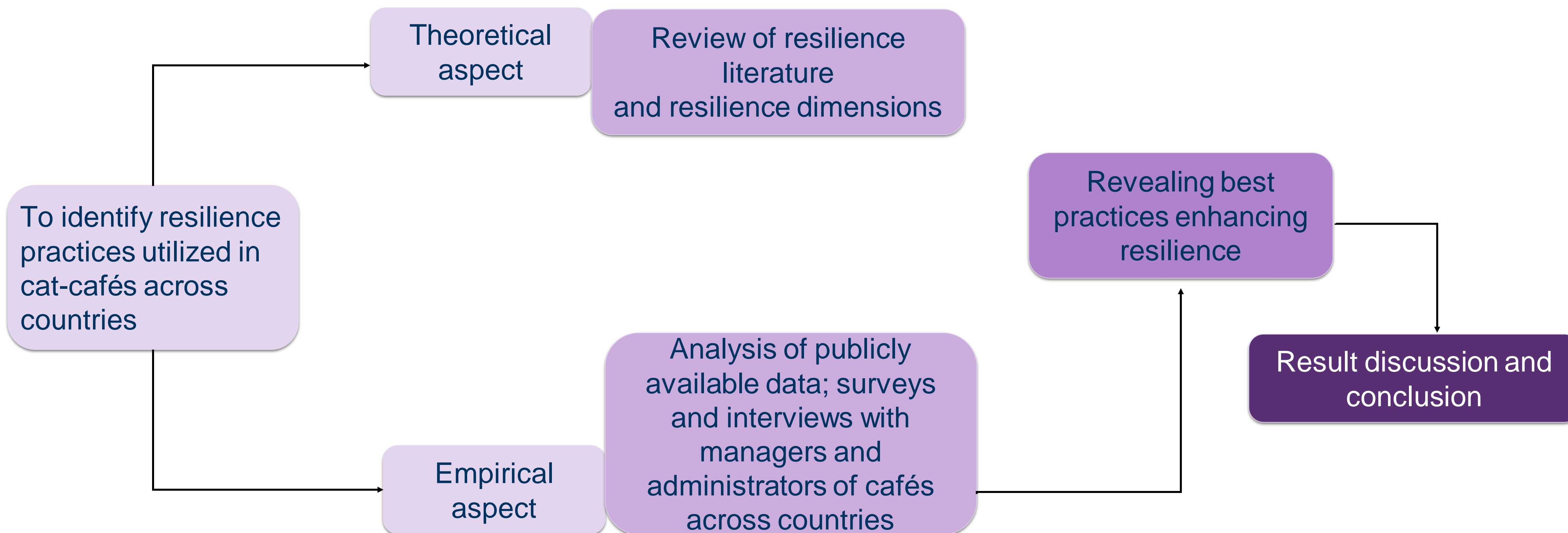
Subject: practices enhancing the café's resilience

TASKS

- . To identify special features of cat cafes typical for a social enterprise
- . To determine resilience factors in literature
- . To identify best practices enhancing resilience of cat-cafes across the world



RESEARCH DESIGN



LITERATURE REVIEW. BASIC DEFINITIONS.

Social entrepreneurship



a venture in which entrepreneurs utilize resources for identifying and exploiting opportunities to meet social needs (Mair & Martí, 2006).

Resilience

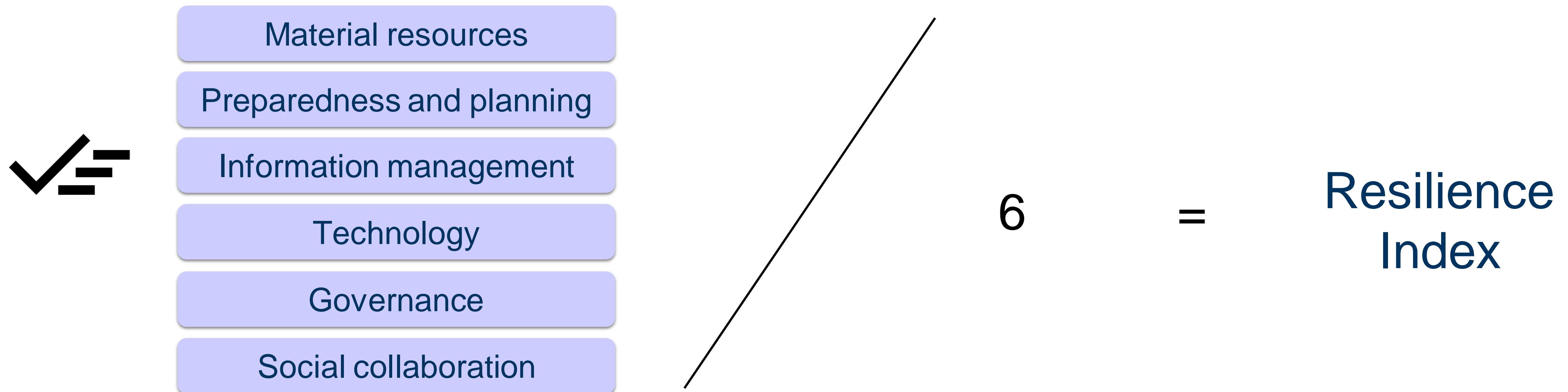


capacities to prevent, survive, recover from and learn from the impact of natural or human-made disasters, as well as to adapt to changes ([Roundy](#) et al. 2017).

LITERATURE REVIEW. RESILIENCE MEASUREMENT.

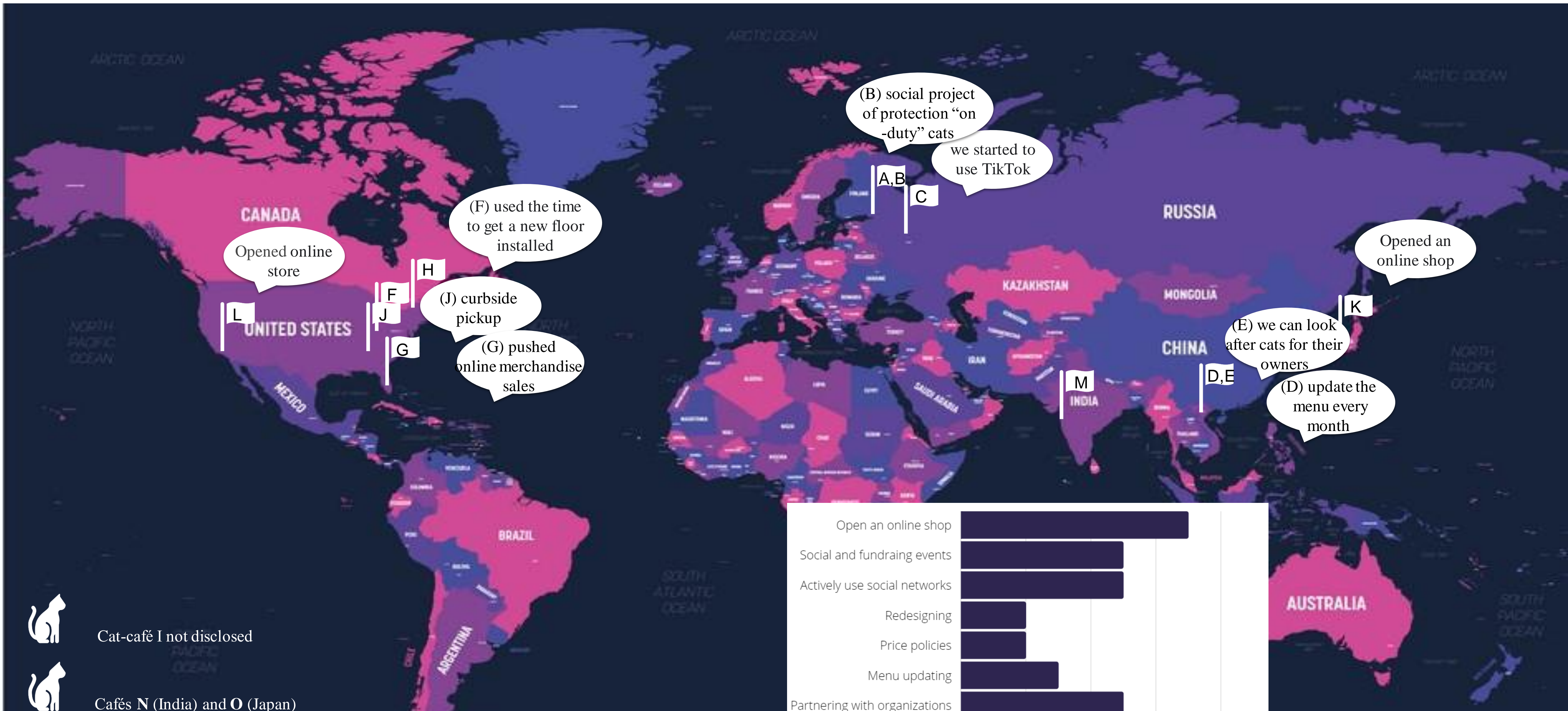
Sociotechnical approach.

Indicators:





EMPIRICAL RESEARCH



Cat-café I not disclosed



Cafés N (India) and O (Japan)



RESEARCH RESULTS

Material resources

- Updating the menu regularly.
- Redesigning an interior.
- Opening an online shop that sells animal-related items.

Preparedness and planning

Making contingency plans that are routinely discussed together with the staff.

Information management

No exact decision was revealed to increase organizational awareness.

RESEARCH RESULTS

Technology

Adopting and developing Internet marketing tools and social networks

Governance

- Encouraging volunteers and employees to help with organizing events
- Changing a pricing system

Social collaboration culture

The more different are partners, the greater help the café may receive



First Yoga Class with Cats held outside the café
(collaboration of the Yoga studio)



CONCLUSION

- ✓ Optimizing all 6 indicators leads to higher resilience of an enterprise.
- ✓ Resilience decisions should be aligned with the strategic posture of a social enterprise and result in adaptation to current disruptions.





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“Enhancing resilience of “Kotiki I Liudy”: adaptation of international practices”

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