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DEVELOPMENT OF A BUSINESS PROJECT IN SOCIAL ENTREPRENEURSHIP

Abstract

In this article, business-projects existing in the social entrepreneurship of Kazakhstan were studied and their comparative analysis was carried out. The purpose of the article is to develop a business project in social entrepreneurship and to calculate the main indicators. The implementation of this project involves the attraction of financial resources for the construction of a production facility and the establishment of an enterprise for the production of garments. The creation of a business plan for social entrepreneurship has its own specifics. In order to understand the specifics of writing a business plan for social entrepreneurship, it is necessary to determine the terms. The calculation of the project for 5 years is made in the article. The discount rate is also shown, calculated on the weighted average cost of capital (WACC). The investment plan for the planned period is presented. In order to follow the strategy of enterprise development, the article proposes a tactical plan: use of internal potential opportunities for improving the quality of goods; expansion of client base within the city and region; support for sales representatives from the side of the enterprise; organization of clear feedback to customers; promotion of the enterprise's goods with all available advertising means.

Key words: social entrepreneurship, business-project, tactical plan, fixation, discount rate, specifics, capital, strategy.

Analysis of small and medium entrepreneurship in Kazakhstan. Considering the economic situation in the country 2015, observed decrease in the number of registered SMEs in Kazakhstan by 7% – to 1 530 thousand units. Their share in the total number of economic entities in the country remained at the level of 2014 is 96%. In terms of sectoral distribution, the largest increase was observed in 2015 in the areas of education, construction, water and mining industries. The decrease in the number of registered SMEs was observed in the sphere of trade, agriculture, transport and storage.

As in previous years, in 2015 there is an increase in the number of employed population in the economy of Kazakhstan. According to prior data, at the end of 2015 the employed population – 8 624 thousand people. While the number of employed in SMEs on 1 January 2016 amounted to 3 147 thousand people (36% of all employees).

Indicators of enterprise lending and the Fund's share in lending. The volume of Bank lending in 2015 has decreased by 11,8% – to 9,3 trillion tenges. The overall reduction in lending for business purposes was 8,7%. However, small business lending for the year increased by 6,8% and exceeded 1,2 trillion tenges. One of the reasons for the general decline in Bank lending is the decrease of tenges liquidity in banks, namely deposits, in connection with the devaluation.

Fund in 2015 continued implementation the programs of conditional placement funds in Banks of the second level (BSL), subsidizing interest rates on loans of entrepreneurs and loan guarantees. For the purpose of increasing the volume of concessional lending to SMEs in the manufacturing industry in March 2015 from the National Fund of the Republic of Kazakhstan has been allocated an additional (third) tranche in the amount of 50 milliard tenges, in 2015 accounted for the main business development “business Road map 2020”, the disbursement of the second tranche (50 milliard tenges). The Fund also continues to attract funds from international financial organizations and local executive authority.

In General, participating in the programs of the Fund over the past year, the private entrepreneurs received loans in the amount of 524 milliard tenges. The total amount of Bank lending for business purposes the proportion of loans to participants in programs of the Fund was 7%. Low proportion was formed due to the fact that the lending the Fund programs are limited to the priority sectors of the economy, that do not involve trade and 2,1 points higher than last year, the construction, which generates around 50% of loans Banks of the second level

When considering the contribution of the Fund with a focus on financing priority sectors in the economy, the rise to 15,1%.

Thus, despite the increase in the amount of loans in the manufacturing industry on Fund program in 2015 (+18 milliard tenges), share of Fund loans in the manufacturing sector decreased from 24% to 16%. We suppose that the decline in the share due to the growth of short-term loans on the market. In 2015 (+543 milliard tenges), while the Fund programs are mainly issued long-term loans. Also as a result of devaluation (82% from September to December) grew by tenges equivalent of foreign currency loans, partly distorted market statistics. In the structure of borrowers from second level Banks the share of clients, financed through the Fund's programs, the number was 16%.

Coverage of SMEs and individuals with business initiative information and consulting support. In parallel with the programs for financial support in 2015, the Fund has continued the implementation of training programs and consulting support of entrepreneurs. At the end of the reporting period, the number of participants in the framework of the project "Training of top management of SMEs", which is implemented in the framework of the joint programs, was 1 683 entrepreneur, including in 2015, has trained about 420 people.

On 01.01.2016, in the framework of the 1st stage of the "Business communication" trained 2 794 people, of which 542 persons – participants of the project in 2015. During the implementation of the program "Business communication" 166 entrepreneurs have been trained in USA and other countries and 195 entrepreneurs in Germany, including 37 people trained in 2015 in Germany. On January 1, 2016 for the component "Senior seniors" conducted 94 missions, from them in 2015 – 32 mission.

In 18 service Centers of entrepreneurs for 2015 year asked 58,9 thousand customers, they received more than 117,1 thousand consultations. At the district level in 14 areas are Mobile business support centers. In these centers turned around 12,8 thousand customers, which provides about 18,5 thousand consultations.

Prospects of development in the economy and SMEs in Kazakhstan in 2016. The growth rate of the economy in 2016–2020 years according to forecasts of the Ministry of national economy of the Republic of Kazakhstan will amount from 2,1 to 3,6%, but they directly depend on the development of the world economy and the recovery in demand and commodity prices. The simultaneous slowdown in the economies of most major emerging market and high volatility of prices for energy and metals are the main factors which threaten the welfare in the world.

However, Kazakhstan is expected to remain stable and minor growth dynamics of the economy, mostly due to the fact that the state level is increasing investment in infrastructure and there are active measures to stimulate the growth of consumption. State investment will become an important tool that will support the economic growth of the country. The main part of these investments will be focused on implementation of major industrial and infrastructure projects that will contribute to the growth domestic demand. Due to the possible increase of the crisis phenomena in world economy, with the attendant reduction in external demand growth in line with forecasts of the Ministry of national economy of the Republic of Kazakhstan in 2016–2020 years will base on domestic demand, which will grow on average by 3% per year.

In the short and medium term in Kazakhstan will continue to implementing the measures aimed at implementation of the priorities of socio-economic development. So, increase of salaries to state employees, the introduction of a new model of remuneration of civil servants, increase of stipends, pensions and other social benefits. The increase in income the part of the population, in turn, will further stimulate domestic demand, which will have a positive impact on the development of the SMEs sector, which mainly focused on the domestic market.

Implementation of different government programs to support infrastructure and innovative development of the country will also have a positive impact on the development of the SME sector, which will be supported with funding of BSL. Thus, the average annual growth rate of lending by commercial banks for 2016–2020 years expected at 8,9%.

A significant factor influencing the development of the SMEs sector will remain stable monetary policy. The specifics of developing the SMEs sector in Kazakhstan is the import dependence and, respectively, sensitivity to jumps in the exchange rate of the national currency against the currencies of other countries in which calculations are carried out with foreign partners.

In the Republic of Kazakhstan launched a new program to provide state grants in the framework of the joint program of support and business development “Business Road Map 2020”. Granting rules of state grants within the framework of the integrated program of support and business development “Business Road Map 2020” was developed in accordance with the Business code of the Republic of Kazakhstan and determine the conditions and mechanism for providing state grants to private businesses. The providing of state grants is part of the Integrated program of support and business development “Business Road Map 2020”, approved by decree of the Government of the Republic of Kazakhstan from March 31, 2015 № 168.

Government grants are available to small businesses, including young entrepreneurs, budding entrepreneurs, as well as women, the disabled and persons over the age of 50 years on a gratuitous and irrevocable basis for new business ideas in priority sectors of the economy [1].

The obligatory conditions of the business project is co-financing (money) by the entrepreneur costs to sell at the rate of not less than 10% of the amount provided by the grant, including personal movable or immovable property, as well as the creation of new jobs.

Employers must use the grant funds for the following purposes:

- 1) acquisition of fixed assets and materials;
- 2) acquisition of intangible assets;
- 3) acquisition of technology;
- 4) acquisition of franchise rights;
- 5) costs associated with the research and/or implementation of new technologies.

The grant funds cannot be used for the purchase of immovable property, the land and as payment for rent.

The maximum grant amount for one entrepreneur may not exceed 3 000 000 (three million) tenges.

In the case where the founders of the newly established legal entity are several individuals included in the priority target group, the amount of the grant specified legal entity shall not exceed an amount equal to the product of the number specified by the founders for 3 000 000 (three million) tenges.

The program we proposed the development of a business project “Opening of the sewing workshop”. The amount of the investment project for 3 000 000 tenges conforms to the rules for state grants under a Common program of support and business development “Business Road Map 2020”.

This project involves funding for the construction of production facilities and creation of enterprise for production of garments.

The main goal of this project is creation of enterprise for garments production.

The main objectives of the project:

- ◆ construction of a sewing workshop and infrastructure;
- ◆ purchase of equipment sewing production;
- ◆ increase in volumes of production, expansion of assortment of products;
- ◆ define market share and increasing it.

To open its sewing production is to start quite cost-effective and profitable business that will generate income with the right approach to business. The working, protective, winter clothing involves the production not so much fashionable works of art using various fabrics, as the use of comfortable, high-quality and focused on protection of the human material [2].

At all times clothing manufacture was characterized by stability and profitability, and therefore the opening of the sewing workshop today will be no exception. Like any reliable business must be a basis. In this case, the basis will become a professional business plan for a sewing workshop, which describes the sequence of steps of the whole procedure.

Dignity created by us enterprises, is undoubted:

- ◆ equipped with modern, highly mechanized equipment, our manufacturing productivity levels quite comparable with large enterprises;
- ◆ technological equipment allow quick change of assortment to meet changing consumer demand;

- ◆ the wide range of high quality goods;
- ◆ economical energy consumption and a small volume of works on repair and maintenance of equipment;
- ◆ significant saving of production areas. Small staffing requirements;
- ◆ the possibility of opening on the basis of the shop;
- ◆ quick payback of the project;
- ◆ create 4 jobs.

The financial performance of the project. Source of return on investment is the net income from the sale of apparel products (Table 1).

Table 1 – Financial and economic indicators of the project

Financial and economic indicators of the project	Values
Net present value, NPV, thousand tenges	4 062,2
Ratio internal rate of return, IRR	2,35
The profitability index of the investment, PI %	64
Simple payback period of the investment, PP, years	1,6
Discounted payback period, DPP, years	2,1

Thus, the presented project is socially significant, has a high level of profitability and is able to quickly develop at the expense of own means.

The calculation for the project is made for 5 years. The discount rate, calculated at weighted average cost of capital (WACC) and amounts to 13%.

The total cost of the project for the production of apparel products 3000 thousand tenges. The investment plan presented in Table 2.

Table 2 – Investment plan

The structure of investments	The sum, thousand tenges
Own resources	0
Borrowed resources	3 000
Electric machine	100
Serger	40
Repair of the facility	2 280
Other equipment, tools and materials	580

As borrowed funds, it is planned to attract credit resources under the Program “Business Road Map 2020”.

Implementation plan. The main task facing the enterprise – the expansion of the sales market and strengthening the positions gained by expanding the range of manufactured goods.

In order to follow the strategy of enterprise development tactical plan of action plan as follows: use of internal potential opportunities to improve the quality of the products; in today’s economic climate selling prices for products with stable profitability; the formation of consumer preferences in the direction of the company’s products; the expansion of the customer base within the city and region; providing support to sales representatives from the company; organization is clear feedback from customers; promotion of the enterprise’s goods with all available advertising media; ensuring the dynamics of the competitive advantages development – price, quality, stability on the market; diversification of products through the development of new forms [3].

To win market, it is assumed the constant change and expansion of the range of products, through the development and introduction of new forms, based on marketing studies of consumer demand and customer preferences. Development and application of new technologies to the manufacture of garments. As well as the strengthened promotion of products with advertising company produced kinds of products.

Maintaining a stable, high-quality products will allow you to consider adjustments to pricing policy to maintain high profitability products. The implementation plan of the products presented on Table 3.

Table 3 – Implementation Plan production, thousand tenges

Name	Implementation years					Total
	2017	2018	2019	2020	2021	
Revenue						
Bed linen	3 024	3 150	3 339	3 465	4 095	17 073
Special clothing included	3 456	3 600	3 816	3 960	4 680	19 512
Medical gown	2 590	2 700	2 862	2 970	3 510	14 634
Total	9 072	9 450	10 017	10 395	12 285	51 219

Plan for staff. One of the most important factors for successful implementation of the project, considers the formation of a cohesive and experienced team of professionals that will provide solutions to the objectives, implementation plans for the organization and sustainable development, future enterprise. Therefore, for the formation personnel, will involve highly qualified specialists with experience, with high production and intellectual potential, capable to provide the high level of organization and economic activities of the enterprise.

In accordance with the staffing level the number of employees in the sewing workshop is 4 people, including: Seamstress – 2; Tailor – 1; Working – 1.

The forecast report on profit and loss. In this section, in summary form, given the forecasts of sales volumes, the composition and structure of expenses, including interest payments on Bank loans. The income from sales and financial result the profit margin. Given the demand for goods in the market during the forecast period of sharp seasonal fluctuations are observed. Table 4 was compiled with a breakdown for each year over the entire period of project implementation [4].

Table 4 – Forecast of income and expenditure, thousand tenges

Name	Implementation years					Total
	2017	2018	2019	2020	2021	
Revenues	9 072	9 450	10 017	10 395	12 285	51 219
Production costs	7 400	7 425	7 430	7 430	7 435	37 121
Operating costs	300	300	300	300	300	1 500
Profit before tax	1 372	1 725	1 720	2 287	3 605	10 708
Tax of income (3%)	41	51,7	51,6	68,6	108,1	321
Net profit	1 331	1 673,3	1 668,4	2 218,4	3 496,9	10 388
The level of profitability, %	16,2	21,6	21,5	28,6	45,1	26,8

Analysis of the project using simple methods of financial assessment is calculated as follows:

- ◆ simple project payback period of 1,6 months;
- ◆ profit in project 9604,19 thous;
- ◆ present value of the project 7062,2 thousand tenges.

Thus, the presented project is socially significant, has a high level of profitability and is able to quickly develop at the expense of own means.

LIST OF LITERATURE

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Аңдатпа

Осы мақалада Қазақстанның әлеуметтік кәсіпкерліктегі бизнес-жобалары зерттелді және оларға салыстырмалы талдау жүргізілді. Мақаланың мақсаты әлеуметтік кәсіпкерлікте бизнес-жобаны әзірлеу және негізгі көрсеткіштерді есептеу болып табылады. Бұл жобаны іске асыру өндіріс объектісін салу үшін қаржы ресурстарын тартуды және киім өндірісін ұйымдастыруды көздейді. Әлеуметтік кәсіпкерліктің бизнес-жоспарын құру өз ерекшеліктеріне ие. Әлеуметтік кәсіпкерліктің бизнес-жоспарын жазудың ерекшеліктерін түсіну үшін терминдерді анықтау қажет. Мақалада 5 жылға есептелген бизнес жоба жасалды. Дисконттау ставкасы капиталдың орташа өлшенген құны бойынша есептеледі (WACC). Мақалада жоспарлы кезеңге арналған инвестициялық жоспар ұсынылған. Кәсіпкерлікті дамыту стратегиясын сақтау үшін тактикалық жоспар ұсынылады: тауарлардың сапасын жақсарту үшін ішкі әлеуетті мүмкіндіктерді пайдалану; қалалық және аймақтағы клиенттік базаны кеңейту; кәсіпорын тарапынан сату өкілдерін қолдау; клиенттерге нақты кері байланыс ұйымдастыру; барлық жарнамалық құралдармен кәсіпорын тауарларын жылжыту.

Тірек сөздер: әлеуметтік кәсіпкерлік, агроөнеркәсіптік бизнес-жоба, тактикалық жоспар, ставка, дисконттау, ерекшелік, капитал, стратегия.

Аннотация

В данной статье изучены существующие в социальном предпринимательстве Казахстана бизнес-проекты и проведен их сравнительный анализ. Цель статьи – разработка бизнес-проекта в социальном предпринимательстве и проведение расчета основных показателей. Реализация данного проекта подразумевает привлечение финансовых ресурсов для строительства производственного помещения и создания предприятия по производству швейных изделий. Создание бизнес-плана для социального предпринимательства имеет свою существенную специфику. Для того чтобы понять специфику написания бизнес-плана по социальному предпринимательству, необходимо определиться с терминами. В статье произведен расчет по проекту на 5 лет. Также показана ставка дисконтирования, рассчитанная по средневзвешенной стоимости капитала (WACC). Представлен инвестиционный план на планируемый период. В целях следования стратегии развития предприятия в статье предложен тактический план: использование внутренних потенциальных возможностей для повышения качества товаров, расширение клиентурной базы в пределах города и региона, обеспечение поддержки торговым представителям со стороны предприятия, организация четкой обратной связи с клиентами, продвижение товаров предприятия всеми доступными рекламными средствами.

Ключевые слова: социальное предпринимательство, бизнес-проект, тактический план, ставка, дисконтирование, специфика, капитал, стратегия.