



## Management

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### **Predictors of economic efficiency of implementing human-centered models of children's integration into business-location environments**

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***Abstract.** The effectiveness of organizational processes across business locations largely depends on the adaptability of social and management practices. Insufficient consideration of the peculiarities of interaction among different participant categories can lead to an uneven distribution of resources, instability in operational processes, and a decrease in units' overall productivity. Analysis of the factors that determine the effectiveness of socially oriented initiatives enables the identification of critical points of influence on economic and organizational indicators.*

*The purpose of the study is to identify key predictors of the effectiveness of implementing socially-oriented models in business locations and to assess their impact on unit productivity, operational process stability, and economic results across different resource structures and organizational formats.*

*An analysis of management practices and a comparison of corporate social projects, an analysis of the relationship between the structure of resources and the effectiveness of initiatives, and methods of generalization and systematization were used to present conclusions.*



*A stable positive relationship was established between the level of implementation of human-centered models of integrating children into business locations and indicators of economic efficiency of units. It is shown that the productivity and stability of operational processes in departments depend on the combination of integration practices with adaptive management approaches, specialized infrastructure and regulated formats of interaction between staff and children. Key predictors of the economic effectiveness of such models have been identified, in particular the level of organizational preparation of space, coordination of management procedures and the intensity of use of inclusive services. The determined threshold values for implementing relevant practices enable the prediction of the economic effects of integration programs and the optimization of resource allocation across business locations.*

*Human-centric models of children's integration into the business environment create conditions for combining social and economic outcomes of organizational functioning. The predictors of economic effectiveness identified in the study can be used to predict the effectiveness of integration programs and to inform business location management strategies and the planning of socially oriented initiatives by companies.*

**Keywords:** *management practices, organizational performance, unit productivity, social projects, corporate strategies, adaptive management, resource optimization, socio-economic return.*

### **Предиктори економічної ефективності впровадження людиноцентричних моделей інтеграції дітей у середовище бізнес-локацій**

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***Анотація.** Ефективність організаційних процесів у бізнес-локаціях значною мірою залежить від рівня адаптованості соціальних та управлінських практик. Недостатнє урахування особливостей взаємодії різних категорій учасників може призводити до нерівномірного розподілу ресурсів, нестабільності операційних процесів і зниження загальної продуктивності підрозділів. Аналіз факторів, що визначають результативність соціально-орієнтованих ініціатив, дозволяє виявити критичні точки впливу на економічні та організаційні показники.*

*Мета дослідження – виявити ключові предиктори ефективності впровадження соціально-орієнтованих моделей у бізнес-локаціях та оцінити їхній вплив на продуктивність підрозділів, стабільність операційних процесів і економічні результати при різній структурі ресурсів і форматах організації.*

*Застосовано аналіз практик управління та порівняння корпоративних соціальних проєктів, аналіз взаємозв'язку між структурою ресурсів і результативністю ініціатив, а також методи узагальнення і систематизації для представлення висновків.*

*Встановлено стійкий позитивний зв'язок між рівнем впровадження людиноцентричних моделей інтеграції дітей у середовище бізнес-локацій та показниками економічної ефективності підрозділів. Показано, що продуктивність та стабільність операційних процесів у підрозділах залежить від поєднання інтеграційних практик з адаптивними управлінськими підходами, спеціалізованою інфраструктурою та регламентованими форматами взаємодії персоналу й дітей. Виявлено ключові предиктори економічної результативності таких моделей, зокрема рівень організаційної підготовки простору, координацію управлінських процедур та інтенсивність використання інклюзивних сервісів. Визначені порогові значення впровадження відповідних практик дають змогу прогнозувати*



*економічний ефект інтеграційних програм і оптимізувати розподіл ресурсів у межах бізнес-локацій.*

*Людиноцентричні моделі інтеграції дітей у середовище бізнес-локацій створює умови для поєднання соціальних та економічних результатів функціонування організацій. Визначені у дослідженні предиктори економічної ефективності дозволяють прогнозувати результативність інтеграційних програм і можуть бути використані під час формування стратегій управління бізнес-локаціями та планування соціально орієнтованих ініціатив компаній.*

**Ключові слова:** *управлінські практики, організаційна результативність, продуктивність підрозділів, соціальні проекти, корпоративні стратегії, адаптивне управління, ресурсна оптимізація, соціально-економічна віддача.*

**Problem statement.** Business locations, particularly shopping malls, catering establishments, service and office spaces, are increasingly equipping special areas for children: play areas, interactive playgrounds, or other formats for organizing children's leisure. Such measures aim to increase the attractiveness of locations for visitors with children, extend their stay, and create a positive experience when using services. At the same time, implementing such practices requires additional costs for arranging the space, ensuring security, organizing services, and coordinating staff work.

In practice, business location managers face the challenge of assessing the economic feasibility of creating such spaces. The lack of clear guidelines on the organizational and management conditions required to achieve economic returns from integrating children into the business environment complicates investment planning for the relevant infrastructure. The lack of regulation of interactions among



staff, visitors, and children can lead to overloading operational processes, inefficient use of resources, or failure to realize potential economic benefits.

In this regard, it is necessary to determine the factors that affect the economic efficiency of implementing human-centric models of children's integration into business environments. Of particular importance is the identification of managerial, organizational, and resource predictors that determine the effectiveness of creating children's spaces and that enable combining social effects with increased economic efficiency in business activities.

**Analysis of recent research and publications.** The issue of increasing economic efficiency in organizations by improving management approaches and optimizing resource use is actively considered in the scientific literature. Strengthening the competitiveness of corporate structures through adaptive management and optimizing resource use is analyzed by A. Ilyina [1], emphasizing the importance of managerial innovations for ensuring economic efficiency. V. Dymyrov [2] studies the social aspects of the interaction among different categories of participants in the context of the stability of operational processes. M. Imanova and P. Babayev [3] consider local advantages and risks of enterprise location as a factor in economic efficiency. A. Iutkina [4] studies the interaction between hotels and digital short-term rental platforms and their impact on pricing and positioning. G. Schoneveld [5] analyzes the value of an inclusive approach to the synthesis of social and economic outcomes. H. Duan et al. [6] study innovations in social enterprises and the economic returns of such models. M. Chipriyanov et al. [7] analyze the methodological aspects of the impact of corporate social responsibility on economic growth and income differentiation. Youth social entrepreneurship, innovative strategies and economic consequences of socially oriented projects are studied by P. Alzate et al. [8]. Y. Petrunenko studies the role of corporate social responsibility in stabilizing resource use and increasing operational efficiency [9]. R. Tulchynskiy [10] analyzes corporate social responsibility in the



context of the Sustainable Development Goals. R. Vovk [11] studies the impact of social responsibility on the financial stability of companies and sustainable profitability. Social responsibility as a tool for strategic development of enterprises is studied by O. Budko and B. Halatov [12]. A human-centric approach to creating sustainable innovations in the context of Industry 5.0 is studied by A. Bieńkowska et al. [13]. R. K. Kummitha et al. [14] analyze social entrepreneurship through the prism of well-being and economic returns. The motivational results of social initiatives and the dependence on the adaptability of management practices are studied by C. K. M. To et al. [15].

However, existing studies do not provide an integrated analytical framework that combines managerial, social, and infrastructural predictors specifically for evaluating the economic efficiency of children's integration into business environments. Unlike existing approaches that consider these aspects separately, this study proposes a unified model for their combined analysis.

**Highlighting previously unresolved parts of the general problem.** Although certain aspects of socially oriented practices in business settings have been studied previously, the relationship between management conditions for integrating children into corporate spaces and the economic outcomes of units' activities remains underexplored. In particular, there are no generalized approaches to assessing how the structure of resources, the organization of space, and the format of staff interaction with visitors and children affect the stability of operational processes and the productivity of business locations.

Existing studies mainly focus on the social or service aspects of creating children's spaces, while the economic effectiveness and managerial efficiency of these spaces remain under-studied.

**Formulation of the article objectives (statement of the task).** The aim of the article is to determine the predictors of the economic efficiency of implementing human-centered models of integrating children into business environments and to



assess their impact on unit productivity and the stability of operational processes. To achieve this goal, three specific tasks have been set:

1. To assess the conditions and characteristics of management practices and social interaction that determine the effectiveness of children's integration in business locations.

2. To study the impact of different integration models on the productivity of departments and the efficiency of resource use, in particular on the stability of operational processes and economic indicators.

3. To develop practical recommendations for optimizing management strategies and resource planning in order to increase the socio-economic impact of integration initiatives.

**Presentation of the main research material.** The integration of children into business environments is considered a component of human-centric models of organizing socio-economic space. It involves the creation of specially organized zones for children, in particular play areas, interactive playgrounds, educational or recreational spaces, where the safety of children's stay, accessibility of infrastructure and opportunities for development are guaranteed. Such solutions allow business locations to perform not only economic functions but also social and educational ones, while simultaneously ensuring interaction among different social groups [5]. The effectiveness of integration is determined by a system of organizational decisions that combine the managerial, social, and economic components of enterprises' activities.

This study presents a novel analytical framework for integrating children into business environments within a human-centered approach to commercial space organization. The proposed framework is further referred to as the Child-Centered Environment Integration Model (CCEIM).

For the implementation of such projects, it is important that the social component is integrated into the enterprise management system. The inclusion of



socially oriented goals in the company's strategic documents provides stable mechanisms for planning and implementing inclusive initiatives [6]. With this approach, creating conditions for children to remain in the business space is considered a tool for the enterprise's long-term development, combining social responsibility with the creation of added economic value.

Organizational adaptation of business locations to the needs of children includes planning spatial infrastructure, organizing a safe environment and forming zones for educational or recreational activities. Coordination of management decisions with the enterprise's social goals contributes to the effective integration of the business space's commercial and social functions. [7] As a result, the attractiveness of locations to a family audience increases, resource use is optimized, and the range of services provided is expanded.

The effectiveness of integration processes is assessed through three interrelated aspects: social value, economic return, and environmental quality. Social effects include the development of children and increased visitor satisfaction; economic effects include increased customer length of stay, increased sales, and optimized use of departmental resources.

Within the CCEIM developed by the author, three core groups of predictors are identified: management factors, social factors, and infrastructural factors. As shown in fig. 1, social factors determine the enterprise's orientation to the needs of the family audience, ensure the safety and accessibility of the environment, and integrate the principles of social responsibility into the company's strategic decisions. Management factors regulate the planning and coordination of the business unit's activities, the adaptation of processes to social goals, and the standardization of customer service. Infrastructure factors include the organization of space, the creation of educational and recreational areas, and the control of safety and convenience for children.

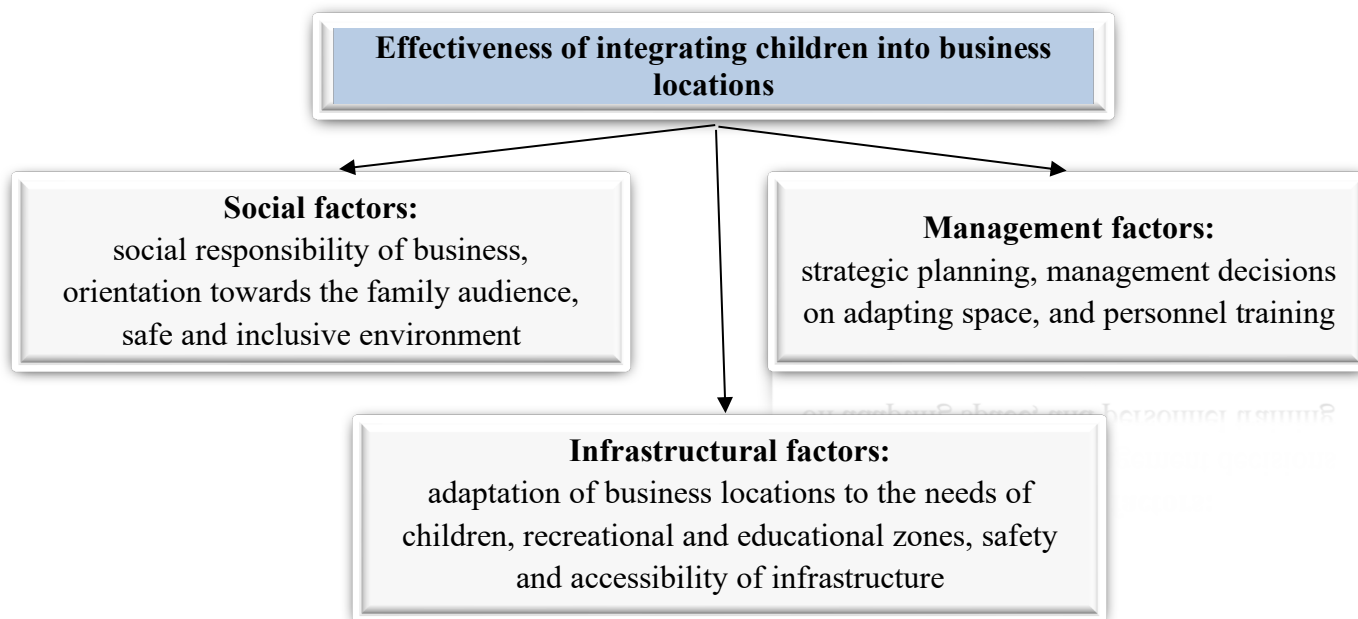


Fig. 1. Key factors of the effectiveness of integrating children into the environment of business locations

Source: developed by the author as part of the CCEIM framework

A separate role is played by staff who directly interact with visitors and children. Their professional training includes developing communication skills, mastering safe interaction procedures, and applying the principles of inclusiveness. Providing the necessary competencies increases the quality of service, reduces the risks of organizational complications and contributes to the stability of operational processes in business locations focused on a family audience [8].

To provide a detailed assessment of the impact of socially oriented initiatives on departmental productivity and economic indicators, it is advisable to outline the main mechanisms of integration. Each of them creates a separate channel of influence: improving communication, increasing the adaptability of management practices, optimizing the distribution of material and human resources, and formalizing processes. A complex combination of these factors ensures the stability of operational processes, efficient use of resources and increased economic returns from the implementation of socially-oriented projects. Table 1 summarizes the key integration mechanisms and their impacts on corporate department activities.

**Table 1**

Mechanisms of the influence of integration models on the productivity of units and economic performance

<b>Mechanism</b>	<b>Characteristics of functioning and essence</b>	<b>Impact on operational stability and economic performance</b>
Communication and information exchange	A set of processes that ensure the timely transfer of knowledge, coordination of actions and agreement of functional tasks between management, personnel and participants in integration programs	Optimizes workflows, reduces duplication of effort, and increases unit productivity and operational accuracy
Adaptability of management practices	The ability of management to promptly modify organizational approaches depending on the specifics of participants and the conditions of a socially oriented environment	Provides greater stability of operational processes, rapid response to changes, and more efficient use of material and human resources
Synergistic effect of integration	Mutual strengthening of economic and social results through a comprehensive combination of educational, adaptation and infrastructure initiatives	Increases staff motivation, optimizes human resource management costs, increases the productivity of departments and the economic return of projects
Resource allocation and coordination	Rational planning and targeted targeting of material, financial and human resources to strategically important projects and tasks	Reduces the risk of overload or downtime in functions, and increases the effectiveness of departments and the efficiency of resource use
Institutionalization of integration practices	Formalization of socially-oriented initiatives through internal regulations, standards and protocols of department activities	Creates a stable operational basis, reduces the risk of inconsistent task performance, and ensures the expected economic efficiency of integration programs

Source: created by the author based on [8–9]

A detailed review and generalization of data on integration mechanisms allows an outline of how they influence the organizational and economic performance of divisions. Intensive information exchange and effective coordination of actions help reduce operational losses and increase productivity. Flexibility of management practices creates the prerequisites for the stable functioning of divisions in changing conditions and ensures the rational use of resources.

Thus, a comprehensive combination of educational, adaptation and infrastructure initiatives creates additional value for the business location, enhancing



staff motivation and the economic return of projects. Standardization and formalization of processes consolidate effective practices, increasing the predictability of results and reducing the risks of operational failures. The revealed patterns provide a basis for the analytical assessment of the effectiveness of integration initiatives and strategic resource planning within corporate structures.

For the practical application of the revealed patterns, it is important to rely on quantitative economic indicators that allow for assessing the stability of operational processes and the efficiency of resource use in divisions. They serve as a tool for measuring the effectiveness of socially oriented initiatives and, at the same time, reflect the economic returns from integration models. Table 2 presents the main indicators, their essence, and their impact on unit productivity and the rationality of resource management.

**Table 2**

Economic indicators and their impact on the stability of operational processes and resource efficiency

<b>Indicator</b>	<b>Essence and assessment method</b>	<b>Impact on stability and efficiency</b>
Labor productivity	Measured by the volume of tasks performed per unit of time or per employee, quality and accuracy of performance are taken into account	Determines the efficiency of human resources use, shows the stability of operational processes and the ability of the unit to perform tasks within the planned timeframe
Profitability of units	The ratio of profit to unit costs; may take into account financial and material costs	Allows assessing the economic return on projects and the effectiveness of resource planning, increasing the predictability of financial results
Personnel management costs	Includes costs for training, adaptation, motivational programs and organizational measures	Affects the stability of processes through employee training and reducing operational risks; optimization of these costs increases economic efficiency
Operating costs	Costs for material resources, infrastructure and ensuring the functioning of units	Provide control over the effective use of resources; optimization enables maintaining process stability without additional costs.
Efficiency index of socially oriented projects	Quantitative assessment of the impact of integration initiatives on productivity,	Allows for the prediction of the effectiveness of socio-economic projects



Indicator	Essence and assessment method	Impact on stability and efficiency
	staff motivation and economic return	and maintains a balance between social impact and economic outcomes

Source: created by the author based on [10–12]

Assessing economic indicators enables the identification of the relationship between the use of socially oriented integration models and the stability of operational processes within departments. Data on productivity, profitability and personnel management costs reflect the effectiveness of organizational decisions and the level of integration of internal infrastructure. The analysis of these indicators lays the foundation for predicting initiative effectiveness, adjusting management practices, and developing optimal resource planning strategies within corporate structures.

To improve the accuracy of forecasts of the effectiveness of socially oriented initiatives, both quantitative and qualitative analysis methods are used. Quantitative approaches include statistical modeling, correlation and regression analysis, forecasting based on key economic indicators for departments, and simulation scenarios for process development. Qualitative methods include expert assessments, interviews with managers and staff, and analysis of internal regulations and integration procedures [13].

Combining these tools allows not only to assess potential economic results, but also to take into account social aspects of integration projects, such as employee motivation, the level of interaction between program participants, and the effectiveness of training and adaptation measures. The data obtained is used to adjust management practices, optimize resource allocation, and develop planning strategies that balance economic efficiency and social impact.

In summary, fig. 2 presents the components of children's integration in business locations and their impact on the economic and social outcomes of the units. Integration mechanisms create consistent channels of influence: information exchange and coordination of actions among management, staff, and visitors



contribute to the stability of operational processes and increased productivity. The adaptability of management decisions ensures a quick response to changes in the environment and the effective use of material and human resources. Formalizing procedures through internal regulations and standards reduces the risk of inconsistent task performance and increases the predictability of results.

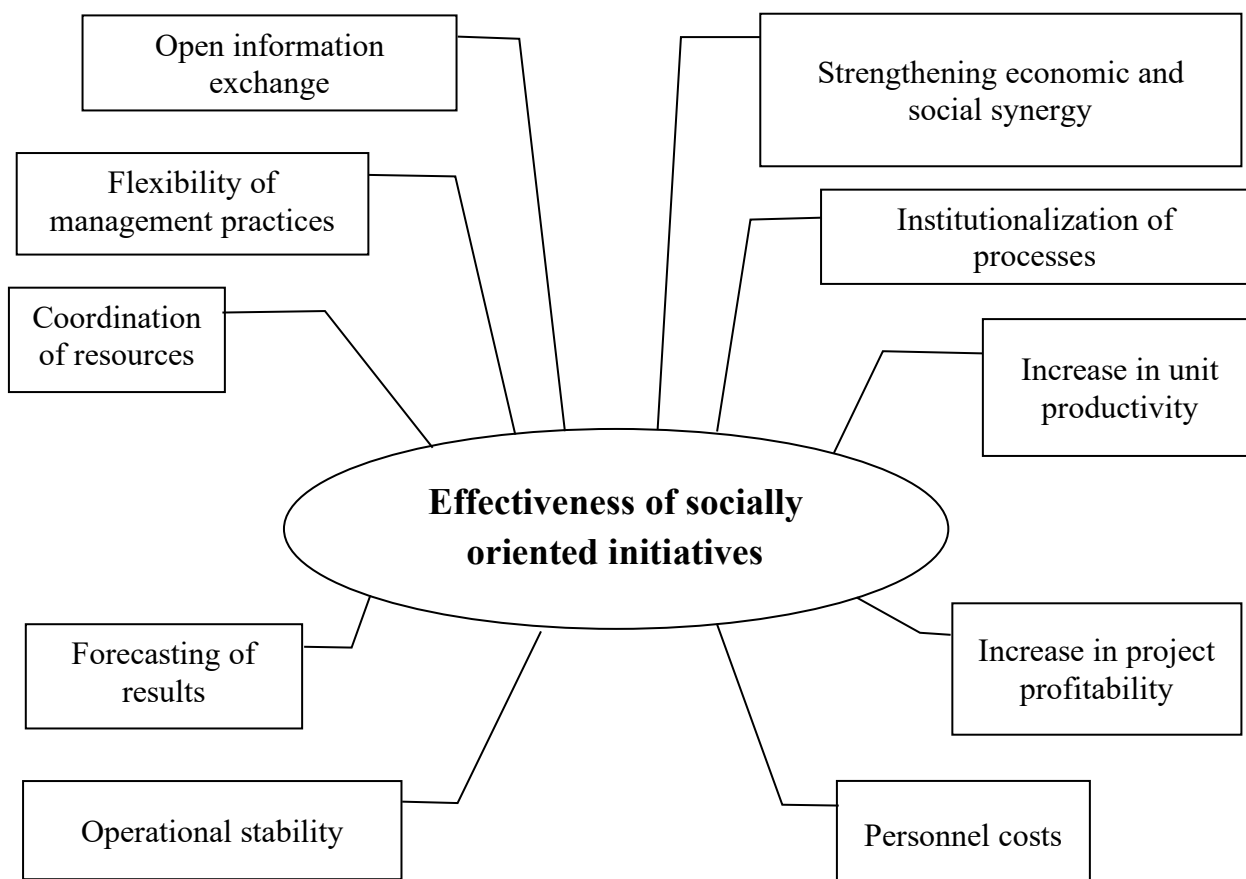


Fig. 2. Integrated model of the impact of integration mechanisms on the economic and social performance of units

Source: compiled by the author

A key element of management optimization is a system for monitoring and evaluating the results of integration projects. It allows obtaining data on the effectiveness of individual organizational practices, the productivity of units and the economic return of socially oriented initiatives. Based on the data obtained,



management strategies are adjusted, personnel competence is increased, and the internal infrastructure of business locations is improved. To increase the socio-economic effectiveness of integration initiatives, a set of management measures is also being implemented to optimize resource planning and improve organizational processes.

The level of professional skills of staff in safe interaction with children and inclusiveness has an important impact on the effectiveness of integration practices. The development of staff's communication competencies, preparation for inclusive interaction with children, and adherence to the principles of a safe environment increase the quality of service, reduce the risks of operational complications, and create a positive social effect. The involvement of highly qualified employees allows for improving the quality of service and reducing operational risks during the operation of the business space.

Thus, based on the analysis of the interaction between social and economic predictors, management decisions are made that maximize project returns and contribute to the sustainable development of business locations. The organization of the space for business locations, the allocation of educational and recreational areas for children, and the safety and accessibility of the environment create conditions for effective social interaction and the integration of the principles of responsible business conduct. Rational distribution of material, financial and human resources in accordance with the level of involvement of different categories of participants and the priorities of social and economic goals contributes to increasing the stability of operational processes and the efficiency of resource use.

Systematic assessment of integration initiative outcomes using quantitative and qualitative analysis methods enables adjustments to management decisions, optimization of internal infrastructure, and the development of strategies that balance economic efficiency and social benefit. The implementation of such measures stimulates employee interaction with program participants, increases staff



motivation, enhances departmental productivity, and creates conditions for the sustainable functioning of business locations in a dynamic corporate environment. Unlike prior studies, this research systematizes the identified predictors into a unified analytical model (CCEIM) that enables structured evaluation and forecasting of integration outcomes.

**Conclusions.** The study found that integrating children into business locations has a positive impact on organizational processes and enterprise economic efficiency by creating a safe and inclusive environment. The social orientation of initiatives, in particular their focus on a family audience and adherence to the principles of responsible business conduct, provides a basis for increasing visitor involvement and improving the quality of interactions in business locations. The study also introduces an original analytical framework developed by the author that allows businesses to evaluate and predict the economic effectiveness of integrating children into commercial environments.

Management decisions regarding space planning, procedure adaptation, and personnel training determine the stability of operations and productivity of units. The rational distribution of material, financial, and human resources ensures the effective use of project potential and the expected economic results. The proposed model can be applied by business operators, developers, and urban planners to design, evaluate, and optimize child-inclusive commercial environments. This enables businesses to make data-informed decisions regarding investment in child-inclusive infrastructure and service design.

Thus, a complex combination of social, managerial, and infrastructural predictors forms a system that enables predicting initiative effectiveness and adjusting resource planning strategies. The revealed patterns provide the basis for developing management decisions to balance the social benefits and economic returns of integration practices, contributing to the sustainable development of business locations. The framework also provides predictive capabilities, allowing



stakeholders to anticipate economic outcomes based on different configurations of integration factors.

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