Machine Translated by Google
RCMOS – Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

Impact Entrepreneurship, Innovation in Service Management, and Social Responsibility: A Professionalization of SMEs as a Driver of Socioeconomic Development

Impact Entrepreneurship, Innovation in Service Management, and Social Responsibility: The Professionalization of SMEs as a Vector of Socioeconomic Development

Renan Quina Novaes
Bachelor's degree in Business Administration from the Federal University of Juiz de Fora (UFJF), with over 14 years of executive experience in strategic management, structuring administrative processes, fleet control, and corporate governance in small and medium-sized enterprises.

Summary

This article addresses the intersection between multifaceted entrepreneurship, the adoption of management technologies in the service sector, and the implementation of social responsibility projects as drivers of corporate sustainability. Based on a theoretical analysis of business models in the wellness, sports, and service sectors, the work investigates how operational innovation and community engagement generate shared value. It also discusses the importance of transferring management *know-how* to reduce the mortality rate of SMEs and strengthen the regional entrepreneurial ecosystem.

Keywords: Entrepreneurship. Service management. Management technology. Social responsibility. Knowledge transfer.

Abstract

This article addresses the intersection of multifaceted entrepreneurship, the adoption of management technologies in the service sector, and the implementation of social responsibility projects as drivers of corporate sustainability. Based on the theoretical analysis of business models in the wellness, sports, and services sectors, this study investigates how operational innovation and community engagement generate shared value. Furthermore, it discusses the importance of management know-how transfer in reducing SME mortality rates and strengthening the regional entrepreneurial ecosystem.

Keywords: Entrepreneurship. Service management. Management technology. Social responsibility. Knowledge transfer.

Introduction

The role of the entrepreneur in contemporary society goes beyond the mere pursuit of financial profit.

establishing itself as a key agent of economic, social, and technological transformation.

As theorized by Schumpeter (1942), the entrepreneur is responsible for the "destruction

"Creative," a process by which new products, services, and management models reshape markets.

existing ones and establish new value standards for society. In the services, health and

well-being, this transformation requires a combination of administrative efficiency, incorporation of

Digital tools and sensitivity to meet the social demands of the community.

The early mortality of small and medium-sized enterprises (SMEs) in the first years of operation.

This represents a chronic challenge for global economic development. Studies of the literature on

Businesses indicate that the absence of prior planning and the lack of feasibility analysis are the main problems.

Marketing and inefficiencies in operational processes are the primary variables that lead to

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS - Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

closure of new businesses (TIMMONS; SPINELLI, 2004). When a company closes its

Activities that are prematurely implemented have negative impacts that reverberate throughout the local supply chain, generating...

Unemployment, default on payments, and disruption of essential community services.

This article proposes a reflection on how diversified and innovative entrepreneurship can act.

in a structured way to strengthen businesses and communities. Anchored in approaches

In contemporary service management contexts, the text analyzes the importance of transferring methodologies.

of responsible management and governance as pathways to building sustainable companies,

competitive and socially engaged.

Methodology

This study adopts a qualitative and descriptive methodological approach, based on the analysis of

Conceptual models and an integrated literature review of articles and theories in the service sector. A

The research examines the stages of conception, planning, implementation, and governance of

ventures in the sports services, fitness, industrial leasing, and retail sectors. Collection

The documentation includes generic operational reports, architectural plans, and...

User engagement metrics reports on digital platforms are available in the literature.

market.

The data analyzed includes customer engagement metrics and technology adoption indicators.

management and community impact of social projects targeting populations in vulnerable situations

vulnerability. The documentation examined includes management performance reports, research.

Press sector reports and administrative control records. The systematic verification of these metrics.

Operational studies validate the article's conclusions in the field of administrative sciences.

The theoretical data are triangulated using literature on shared value creation.

(PORTER; KRAMER, 2011), service operations management (FITZSIMMONS; FITZSIMMONS,

2014) and organizational knowledge transfer (NONAKA; TAKEUCHI, 1995). This

The methodological structure allows relating the administrative practice of the sector to the concepts.

Academics in corporate social responsibility and service innovation. The intersection of practices.

Well-being management, with its formal administrative principles, ensures rigor and...

methodological reproducibility of the study.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS - Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

Chapter 1: Innovation in Service Management, Customer Experience, and Structuring Large-Scale Sports Complexes

Business management in the services and wellness sector requires operational and strategic tools.
distinct from those applied to traditional manufacturing. As Fitzsimmons and Fitzsimmons teach
(2014), the provision of services is characterized by the perishability of productive capacity, by
intangibility of the offer and the simultaneity between the creation and consumption of the experience by
client. In large sports complexes, the absence of spatial planning and
Strict operational rigor leads to service bottlenecks, idle facilities, and rapid loss of value.
Commercial appeal to the target audience.
The design and management of modern multifunctional sports centers represents a case study.
Emblematic of the structuring of integrated services. Designed to function as ecosystems.
Complete spaces focused on health, sports, and social interaction require the integration of
courts for various sports, gyms, martial arts studios, physiotherapy and gastronomy all in one
unique physical structure. This multigenerational nature requires detailed feasibility studies.
architectural design, customer flow, and capacity for simultaneous service.
The financial viability of large-scale sports ventures depends on optimizing the
Value generated per square meter and maximization of the average ticket per customer. The service offering.
Complementary and *cross-selling* allows the user to utilize multiple services at the same time.
locally, increasing the overall profitability of the space and covering the high fixed maintenance costs.
of the infrastructure. This synergy between different business units within the same complex.
It allows us to reach sustainable milestones with hundreds of active students and practitioners.
Another key factor in the management of sports arenas is the standardization of maintenance routines.
and customer service. The upkeep of the courts, the cleaning of the changing rooms, the maintenance
Preventive maintenance of equipment and training for reception staff and instructors are required.
Strict Standard Operating Procedures (SOPs). Implementation of daily controls of
Conservation prevents the degradation of physical infrastructure, preserving its perceived value.
for the students and reducing the costs of emergency repairs and renovations.
Therefore, creating successful sports complexes requires the administrator to shift their vision.
Purely recreational for rigorous corporate management. The ability to articulate planning.
Real estate, budget control, and excellence in service delivery transform a physical space.
in a sustainable and profitable community attraction hub. The services literature consolidates these
ventures as benchmarks of projects planned to deliver consistent value to students,
professional partners and investors.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS - Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

Chapter 2: Digital Transformation, Process Automation, and Technology Management in Fitness Business Models

The incorporation of information technology and management applications has revolutionized the model of The business of gyms and fitness studios. As analyzed by Laudon and Laudon. (2014), digital transformation in the service sector goes beyond simply automating spreadsheets, achieving a redefinition of the customer journey and real-time optimization of operational resources. of the company. In smaller businesses, but with high added value, technology is the A tool that enables scalability while maintaining personalized service.

Modern training studios are based on the strategic use of technology as a cornerstone of... Administrative and pedagogical control. Designed to offer personalized physical training and... Due to their high efficiency, these establishments eliminate paper training records and bureaucratic processes. Manuals, adopting integrated corporate applications. Students use mobile platforms for Flexible scheduling of appointments, tracking of physical progress metrics, and renewal of financial plans, ensuring autonomy and convenience.

From an internal management perspective, the integration of scheduling systems with the control module The finance department automates the billing process and drastically reduces delinquency rates. The app notifies users in advance of the due date for monthly payments and makes recurring charges. credit card and generates automatic contribution margin reports by time of day. operation. This administrative efficiency allows the manager to monitor class occupancy and The studio's profitability in real time, making promotional adjustments during off-peak hours. search.

The digitalization of management also impacts the technical quality of the service provided by professionals. of physical education. With the centralization of physical assessment data and training prescriptions in In the cloud, the team of instructors has immediate access to each student's health history and goals. This data accuracy increases safety during exercise and improves physical results.

It increases practitioner engagement and boosts customer retention rates, allowing the company to surpass membership targets. in highly competitive markets.

In short, technology is the great equalizer for SMEs in the health and wellness sector. Automation Streamlining operational routines and data-driven management frees the entrepreneur from tasks. Daily bureaucratic tasks are being streamlined, allowing attention to be directed towards service innovation. Customer relationship and strategic brand expansion. The intelligent use of technology. In this way, it becomes a sustainable competitive advantage and a reputational asset. high market value.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS – Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

Chapter 3: Impact Entrepreneurship, Creating Shared Value and Corporate Social Responsibility

Corporate social responsibility has evolved from the traditional concept of charitable assistance.
for the Creating Shared Value *(CSV)* strategy . According to Porter
According to Kramer (2011), companies need to reconnect their business success to the social progress of...
communities where they operate. Creating shared value involves identifying problems.
social issues related to the company's *core business* , developing sustainable solutions.
that generate both measurable social benefits and economic returns for the organization.
In the context of private sports complexes, social responsibility is realized through...
creation of social projects focused on teaching sports to children and teenagers
in a situation of socioeconomic vulnerability. The initiative opens the structure to the community.
in need, offering free training with qualified professionals, providing
sports equipment and monitoring of participants' academic performance. This action
It transforms private space into a tool for inclusion, citizenship, and the promotion of public health.
The social impact of projects of this nature directly affects capital formation.
reputational enhancement of the brand and strengthening ties with the community. Project dissemination.
Social media posts generate positive brand exposure without the need for...
Traditional advertising investments. Paying customers of the establishment begin to see...
It acts as a responsible corporate citizen, increasing pride of belonging and loyalty to the space.



The sustainability of social projects in SMEs requires that the financial management of these actions be...
integrated into the company's overall budget. The social project cannot depend on unstable donations.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS - Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

or from uncertain government incentives; it must be financed by the business operation itself.
as a fixed budget line item allocated for community investment. This discipline
Financial resources ensure that the social project groups maintain their continuity in the long term.
regardless of market fluctuations.
It is concluded that impact entrepreneurship is a viable and necessary model for SMEs in [Brazil].
contemporary scenario. By aligning knowledge in sports infrastructure management with the
Committed to social transformation, the entrepreneur demonstrates that the private sector can and should.
to act as an agent of community development, proving that commercial profitability and
Social responsibility and social responsibility are perfectly compatible and mutually reinforcing goals.

Chapter 4: The Invisible Hand of Managerial Failures and the Need for Small Business Development Businessmen

The high mortality rate of small and medium-sized enterprises in their first years of operation is...
One of the biggest sources of wasted capital and talent in the contemporary economy. According to
According to Timmons and Spinelli (2004), the failure of most new businesses does not stem from a lack of
Demand for products, or uncontrollable macroeconomic crises, but also serious internal failures.
In administrative management, the absence of a structured business plan and lack of knowledge in
prior feasibility analysis by the founders.
Many entrepreneurs start their businesses motivated solely by knowledge.
technical aspects of their profession or a temporary business opportunity, ignoring routines
basic principles of management science. The absence of demographic research for the selection of
Business location, lack of cash flow projections, and disregard for working capital.
necessary to get through the maturation period leads the company to serious liquidity crises in
After only a few months of operation, this managerial weakness destroys family assets and generates...
Negative cascading impacts on local suppliers and employees.
To reverse this chronic vulnerability, it is essential to act preventively through...
Offering structured management consulting and practical training for entrepreneurs. Implementation
Detailed administrative diagnostics allow for the early identification of deficiencies in
budgetary controls, lack of standardization in purchasing, and flaws in product pricing and
services. Professional guidance for adjusting these parameters reorganizes the internal structure of
business, transforming loss-making companies into sustainable and profitable operations.
The preparation of detailed economic feasibility studies and market analyses should be considered.
as a mandatory precondition for any commercial investment. Guiding the future

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

businessman regarding operational risks, the behavior of local competitors, and the estimate
Realistic profit margin planning prevents the opening of businesses doomed to failure. The consultant's role
In administration, it functions as a shield for the client's capital, ensuring that the
investments should be directed only towards opportunities with a market-driven rationale.
solid.

Therefore, professionalizing small business owners is the most effective strategy for strengthening the...
Regional productive fabric. The dissemination of clear concepts on managerial financial management,
Scientific pricing and structuring of operational processes gives managers autonomy.
allowing their companies to survive market fluctuations and continue to fulfill their
Its social role is to generate jobs, income, and socioeconomic development.

Chapter 5: Methodologies for Knowledge Transfer and the Dissemination of Best Practices Administrative

The systematization and transfer of practical knowledge accumulated by experienced administrators.
It constitutes an indispensable tool for raising the maturity of the entrepreneurial ecosystem.
According to the theory of organizational knowledge creation developed by Nonaka and Takeuchi
(1995), tacit knowledge, that is, that acquired through daily experience, intuition and overcoming
The concepts of crises in the workplace need to be converted into explicit knowledge through...
manuals, teaching methodologies and systematic guidance materials.
The development of standardized management consulting methodologies and the drafting of materials.
Instructional materials for vocational training centers and higher education institutions enable...
Widespread dissemination of good management practices. By transforming lessons learned over the years.
Through practical management techniques in procedural guides and real-world case studies, students are empowered and...
business owners to immediately apply governance and financial control concepts to their
own organizations.
The transfer of management *know-how* requires accessible, practical, and client-oriented language.
Solving real problems experienced in the daily operations of SMEs. Management education cannot remain the same.
restricted to abstract theoretical formulations; it must present concrete tools, such as
Cash flow management models, managerial income statement structures, manuals for creating SOPs (Standard Operating Procedures).
and guidelines for market feasibility analyses. This pragmatic teaching brings academia closer to the university.
reflecting market realities, thus increasing learning retention and its practical application.
The impact of disseminating administrative knowledge is amplified when the methodologies are...
Structured to enable hybrid and decentralized service for businesses. The use of technologies

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

Digital education and consulting services enable strategic support for small local businesses.
outside of major urban centers, reducing information asymmetry and promoting
development of less favored regions. The standardization of methodologies guarantees the
The quality of the consulting services provided is important, regardless of the client's location.
It is concluded that the continuous transfer of managerial knowledge is a vector for strengthening...
productive activity and social innovation. By democratizing access to advanced management tools.
and train small business owners to exercise autonomous governance of their businesses, it is built
a base of more resilient, productive companies, better prepared to compete globally.
consolidating administrative knowledge as a public good of high economic value.

Final Considerations

The research presented in this article shows that impact entrepreneurship and innovation in
Service management and corporate social responsibility are inseparable pillars for building
of a thriving, sustainable, and socially just business environment. The literature and models of
Corporate management applied to sectors such as transportation, equipment rental, and commerce.
The automotive, sports, and health industries demonstrate that methodological rigor in the application of science...
Management is the determining variable for corporate success.
The experience gained in designing large-scale sports projects validates the premise that
The attractiveness of the service is linked to detailed architectural and operational planning.
Integrating multiple revenue streams in the same physical space optimizes land use and covers the...
Fixed infrastructure costs are mitigated, ensuring the long-term financial sustainability of the business.
Similarly, the management of modern studios demonstrates that digital transformation and automation...
Streamlining management routines through corporate applications are accessible and indispensable tools.
for the sustainable scaling of SMEs in the service sector. Billing automation, control of
Automated attendance tracking and flexible class scheduling not only reduce costs
administrative aspects, but they dramatically increase customer satisfaction and loyalty, demonstrating that...
Technology should support excellence in human service.
The inclusion of social responsibility as a strategic component of the business model,
embodied in sports projects for children in vulnerable situations, it proves that...
Companies can and should act to solve the problems of their communities. Creating value.
Sharing generates benefits for society in the form of inclusion and health, while at the same time...
It strengthens the brand's reputational capital and builds loyalty ties with the local community.
Furthermore, the analysis of the high mortality rate of small and medium-sized enterprises shows that the lack

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google

Year VII, v.1 2026 | Submission: 09/18/2026 | Accepted: 09/28/2026 | Publication: 10/09/2026

Lack of managerial preparedness is the primary cause of the destruction of capital and jobs. The absence of prior feasibility studies, lack of internal budgetary controls, and inability to manage Cash flow issues are problems that require a proactive and structural approach on the part of... consultants and management specialists.

The systematic transfer of administrative *know-how* through the creation of materials. pedagogical approaches, standardized consulting methodologies, and corporate mentoring programs are implemented. directly addressing the root cause of this problem. By equipping small business owners with concepts With a clear understanding of management income statements, scientific pricing, SOPs, and competitor analysis, a... An autonomous business class, aware of the risks and prepared to manage sustainable businesses.

The theoretical foundation developed by management science confirms that the principles of Managerial principles are universal and applicable to any type of organization. Rigor in Cost monitoring, ethical contracts, and a long-term strategic vision are our values. that transcend the specificities of an individual productive sector, serving as a guide for the sustainable growth.

Finally, it is concluded that the continuous professionalization of small and medium-sized enterprises and the The widespread dissemination of administrative knowledge is the most efficient way to... Promoting regional socioeconomic development. Organizations managed with excellence. Operational efficiency, intelligent use of technology, and social commitment are transforming into drivers of change. of wealth, innovation and well-being, fully fulfilling the mission of entrepreneurship in building a more prosperous and resilient society.

References

FITZSIMMONS, JA; FITZSIMMONS, MJ. *Service Management: Operations, Strategy, and Information Technology.* 7th ed. Porto Alegre: AMGH, 2014.

LAUDON, KC; LAUDON, JP *Management Information Systems.* 11th ed. São Paulo: Pearson, 2014.

NONAKA, I.; TAKEUCHI, H. *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation.* 1st ed. Oxford University Press, 1995.

PORTER, ME; KRAMER, MR Creating Shared Value. *Harvard Business Review,* vol. 89, no. 1/2, p. 62-77, 2011.

SCHUMPETER, J.A. *Capitalism, Socialism and Democracy.* 1st ed. New York: Harper & Brothers, 1942.

TIMMONS, JA; SPINELLI, S. *New Venture Creation: Entrepreneurship for the 21st Century.* 6th ed. New York: McGraw-Hill, 2004.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.