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UKRAINIAN BUSINESS IN EUROPE. SUPPORT AND CONSEQUENCES OF INTERNATIONALIZATION IN TIMES OF WAR

The beginning of a large-scale war became a strong stress factor for the Ukrainian economy. Almost 5 million Ukrainians left Ukraine and did not return. Some businesses were destroyed or occupied; others moved their production to safer regions. Some companies began to look for new sales markets outside the Ukrainian market. Thus, internationalization became a product of the crisis and forced migration.

Considering the causes and factors of expansion, we can specify the following trends:

Firstly, the large Ukrainian diaspora, which creates stable demand: Millions of Ukrainians who left for EU countries after 2022 are looking for familiar brands, products, and services - this stimulates the opening of restaurants, shops, and logistics points, thereby making it easier for Ukrainians to go through the adaptation period.

Secondly, Support from the EU (grants, benefits, simplified registration). For example, Polish local governments offer additional financing for rent, advertising, staff training. There are

also grants for starting a business (for example, in Poland - up to 50 thousand euros), low-interest loans, support from EBRD, EU4Business programs.

Third, the need for rapid employment among displaced persons. Due to difficulties with diploma recognition and language barriers, some refugees have decided to create small businesses

Next, provision of temporary protection status. It allows you to work and open a business without restrictions, which facilitates the process of legalization of economic activity.

But the question may arise: what are the consequences for Ukraine and the EU?

Let's consider first from the side of Ukraine:

Foreign exchange earnings: Transfers of earnings to Ukraine, payment of remote Ukrainian workers, dividends — all this supports the country's balance of payments and currency stability.

Developing an international image: Successful brands, such as Nova Post or Lviv Croissants, strengthen Ukraine's reputation as an innovative country.

What about EU countries?

Integration of migrants. Businesses founded by Ukrainians contribute to their faster social adaptation, economic independence, and a reduction in the burden on state social programs.

Market change. New formats of service, gastronomy, logistics appear. For example, Ukrainian coffee shops are creating competition for classic European formats and updating standards.

Increasing competition for local small businesses, the need for retraining of personnel, integration of new forms of business into the legislative field.

Lviv Croissants, strengthen Ukraine's reputation as an innovative country. The company, having started with expansion to Poland and the Czech Republic, managed to go beyond Europe - the chain opened establishments in the USA (Roswell), South Korea (Seoul) and in some European countries. This indicates the ability of Ukrainian business to operate in conditions of high competition, adapt to new cultural markets and form a positive perception of Ukrainian products at the global level.

Nova Post is present in over 30 cities, and in Lithuania it became the first Ukrainian postal service with a license for domestic deliveries. Such dynamism shows the ability of Ukrainian business not only to support exports, but also to integrate into the EU logistics infrastructure.

The internationalization of Ukrainian business in Europe is not only a reaction to the war, but also a manifestation of activity, flexibility and resilience. Our companies have not just moved, but they have taken root in European economies. Systemic support from the host countries allows us to consider this process as a partnership that forms the basis for the future economic reconstruction of Ukraine.

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