

shows that every sector of economics has specific features that require special attention to environmental and social responsibility. At the same time, the high level of risks related to conditions of the eternal environment and market fluctuations necessitates implementing risk management strategies such as production diversification, project insurance, and climate change adaptation. The importance of corporate governance in the context of sustainable development of enterprises is confirmed in the works of leading researchers who emphasize its impact on the institutional environment, resource utilization, and environmental responsibility. Implementing ESG (Environmental, Social, and Governance) principles can significantly improve the image of enterprises, increase their investment attractiveness, and minimize regulatory risks. The introduction of corporate governance will allow enterprises to achieve several important results: improving financial performance, optimizing costs, and increasing productivity through the application of modern methods of strategic planning and cost control, ensuring environmental sustainability and rational use of resources through the implementation of ESG principles and environmental standards, creating a positive corporate image through transparency of governance, enhancing social responsibility, involving communities in sustainable development, and creating conditions for long-term growth and adaptation to changes in the external environment through the use of digital technologies and analytical tools.

Keywords: sustainable development, corporate governance, ESG principles, economic stability, environmental sustainability, social responsibility.

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IMPACT OF RELOCATION OF ENTERPRISES ON THE SOCIAL AND ECONOMIC WELFARE OF THE REGIONS OF UKRAINE

Plahotniuk V. Impact of relocation of enterprises on the social and economic welfare of the regions of Ukraine.

The article examines the impact of enterprise relocation on the socio-economic well-being of Ukrainian regions in the context of war. Enterprise relocation, as an emergency measure to move businesses from unsafe territories to safer regions, has become one of the key tools for maintaining economic activity, preserving jobs, and sustaining local budget revenues. The study identifies the main reasons for relocation, including preserving production capacity, supporting the economy, paying taxes, and ensuring employment continuity. The study identifies key factors influencing the success of relocation efforts, including logistical accessibility, availability of skilled personnel, local government support programs, and alignment of business activities with regional development strategies. Emphasis is placed on the long-term potential of relocation to contribute to the regional economy by diversifying industries and fostering innovation, provided businesses receive sufficient support to adapt and recover. The article also examines the role of relocation in addressing regional economic disparities, noting the benefits of concentrating businesses in less developed areas, such as western Ukraine. Specific examples, including the formation of an IT cluster in Zakarpattia and industrial relocations to Lviv and Chernivtsi, demonstrate how targeted policies and local initiatives can maximize the economic benefits of relocation. The analysis further highlights significant challenges related to the relocation process, including logistical barriers, workforce shortages, and delays in reestablishing production capacity. These challenges are exacerbated by the uncertain duration and progression of the war, making it difficult for enterprises to make long-term strategic decisions. The article underscores the importance of a comprehensive approach to enterprise relocation as a means of ensuring regional economic resilience and addressing the broader challenges posed by the war. By integrating relocated businesses into regional economies and aligning their activities with local development strategies, Ukraine can leverage enterprise relocation as a tool for long-term sustainable development, even in the face of significant external challenges.

Keywords: enterprise relocation, socio-economic development, regional economy, entrepreneurship, internally displaced persons, logistics, regional policy, decentralization.

Statement of the problem. The war on the territory of Ukraine, which began in 2014 and escalated in February 2022, has posed unprecedented socio-economic challenges for the state. One of the key issues arising under these circumstances is ensuring the continued functioning of the national economy, particularly by relocating enterprises from regions directly affected by hostilities to safer areas. Though compelled by necessity, this process has become a tool for minimizing economic losses, maintaining employment, replenishing local budgets, and preserving the country's productive capacity.

Several factors drive the relevance of this study. First, the relocation of enterprises is a relatively new phenomenon for the Ukrainian economy, which has never experienced such scale. This underscores the need to study its impact on the socio-economic development of regions, particularly under wartime conditions. Second, business relocation creates both opportunities and challenges for the receiving regions. On

the one hand, relocated enterprises contribute to economic growth and job creation; on the other hand, they generate issues related to business integration, logistics, access to resources, and alignment with the strategic objectives of regional development.

Analysis of recent research and publications.

The impact of enterprise relocation on the socio-economic development of regions has been explored by a few economists, including notable contributions from A. Bilak, Ya. Boyko, N. Hapak, V. Merezhko, H. Ivanchenko, V. Kovalyshyn, V. Zarosylo, T. Yevchuk, O. Chubar, L. Yakymova, and others. However, despite the dynamics of external and internal challenges, the socio-economic environment of Ukraine continues to evolve, making the study of this issue highly relevant.

The purpose of the research. This research aims to identify the key factors affecting the efficiency of enterprise relocation and determine its socio-economic consequences for both host and originating

regions. In decentralization and regional leveling, particular emphasis is placed on analyzing how relocation can help mitigate disparities in regional development and integrate relocated enterprises into local economic structures. The study of enterprise relocation is essential for understanding the transformational processes within the Ukrainian economy and identifying pathways to enhance regional resilience under the challenging wartime conditions.

Presentation of the main research material.

The war in Ukraine, which began in April 2014, compelled enterprises in the southeastern regions and the Autonomous Republic of Crimea to seek ways to maintain their economic activity, mainly through relocation. The escalation of the conflict in February 2022 spurred large-scale enterprise relocation from border regions such as Volyn, Rivne, Zhytomyr, Kyiv, Chernihiv, Sumy, Kharkiv, Poltava, Luhansk, Donetsk, Dnipropetrovsk, Zaporizhzhia, Kherson, Mykolaiv, Odesa, Kirovohrad regions, and the city of Kyiv. The primary destinations for relocated enterprises became Ukraine's central and western regions, while some businesses managed to continue their operations abroad.

A theoretical analysis revealed that in domestic scientific practice, the issue of relocation and its impact on the socio-economic sphere is a relatively new phenomenon, with no comprehensive studies conducted in this area to date. Relocation is the physical transfer of an operating business, including office facilities, employees, and production capacities, from one location to another [1]. Relocation can be categorized as complete, partial, domestic, or international.

The central regions that have become destinations for relocated enterprises are nine central and western oblasts of Ukraine: Zakarpattia, Lviv, Ivano-Frankivsk, Ternopil, Khmelnytskyi, Chernivtsi, Vinnytsia, Volyn, and Rivne. Most enterprises that relocate to safer regions of Ukraine face the following challenges:

Housing Shortages: Lack of or insufficient housing for employees in the relocation areas and a deficit of warehouse space.

- **Production Infrastructure:** Scarcity of adequate production sites and high rental costs.

- **Logistics Disruptions:** Breakdown of logistical chains and difficulties in their restoration.

- **Raw Material Supply:** Insufficient availability of necessary raw materials.

- **Market Access:** There is a need to find new markets under stressful and unstable conditions.

Enterprises located in front-line areas face critical threats to the continuation of their activities. The primary reasons for business relocation in Ukraine include the desire of entrepreneurs to continue their operations (preserve their businesses), support the Ukrainian economy (through tax payments, job creation, and GDP contributions) [2], and retain jobs (many enterprises relocated with their staff, preserving human capital). Additionally, the potential for relocated businesses to provide financial assistance to the military is noteworthy [3].

Factors influencing relocation decisions in Ukraine include proximity to the state border, convenient logistics chains, potential markets, availability of facilities for lease suitable for the type of activity, and local support programs for relocated enterprises [4]. However, there are several restraining factors for business recovery and development, such as uncertainty about the duration and outcomes of the war, limited resources and access to them, logistical challenges, a shortage of skilled personnel, and declining purchasing power in the domestic market [5].

Key benefits of relocation for the Ukrainian economy include preserving operational businesses, ensuring tax revenues for local community budgets, promoting enterprise concentration in less developed regions, and reducing workforce outflows from border areas. However, alongside these advantages, there is a significant risk of uneven economic and social development across Ukrainian territories [6].

Post-relocation challenges faced by enterprises can be broadly categorized into economic, organizational, demographic, and logistical issues (Figure 1).

The process of relocating small businesses from unsafe regions to safer ones continues. When discussing relocation coordination at the regional level, competition among host regions becomes apparent. Since an increase in enterprises positively impacts regional economies, provides employment opportunities for internally displaced persons, and improves financial and social security, each region strives to attract entrepreneurs to relocate their businesses to its territory [8].

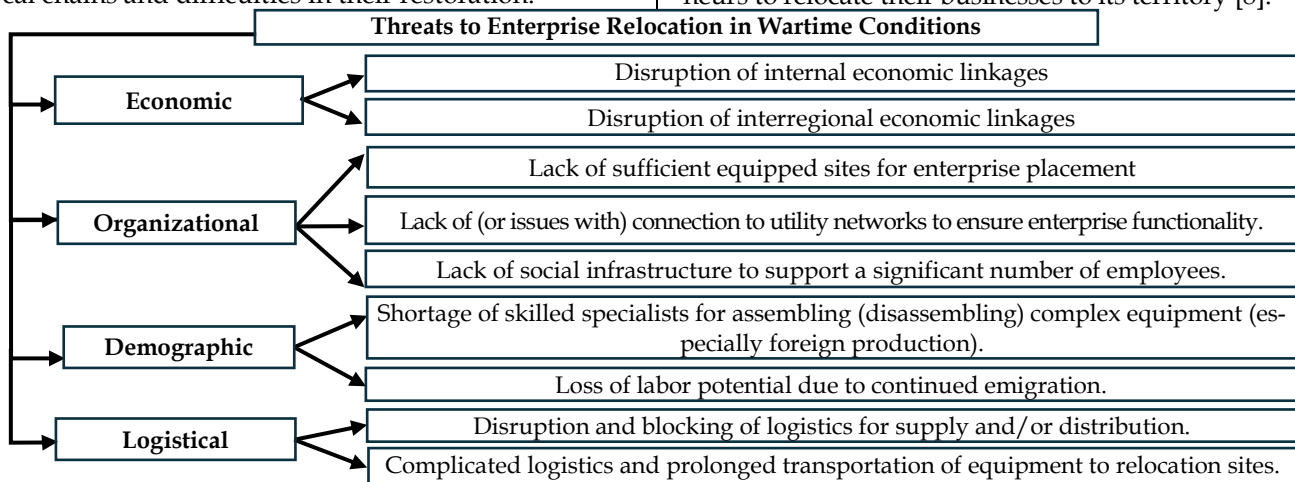


Fig. 1. Threats to Enterprise Relocation in Wartime Conditions. Source: Compiled by the author based on [7].

According to Part 8, Article 45 of the Budget Code of Ukraine, if a business changes its current

location and registers as a taxpayer in a new location, it begins paying taxes and fees at the new location

from the start of the next budget period [9]. Consequently, from the new calendar year, such businesses cease paying taxes to the regions they left, reducing budget revenues for those regions.

Conversely, relatively safe regions receiving relocated enterprises will begin to see an increase in revenue due to taxes, contributions, and GDP growth. However, there is a delay between ceasing operations in one region and resuming them in another. This lag is explained by the time required for businesses to set up equipment, reassemble their workforce, establish logistics, and secure distribution channels.

In the long term, such outflows of businesses may negatively affect the financial stability of the regions they leave. The state must address these issues in the future. However, given the high risks of entrepreneurial activity in areas affected by hostilities, implementing any strategy to maintain budget profitability, particularly in frontline regions, is challenging. As a result, local budget deficits must continue to be covered by higher-level budgets through official transfers.

When hosting relocated businesses, regions must consider their primary development directions. Besides generating tax revenues, enterprise activities must align with the regional development strategy. For example, hosting an enterprise with "polluting" production would contradict tourism development principles in an ecologically focused tourist region such as Zakarpattia. Each region should maximize its unique characteristics to foster entrepreneurship and regional development, considering these factors when accepting relocated enterprises [10].

According to the Ministry of Economy of Ukraine, 800 enterprises have been relocated to safer regions under the relocation program as of March 2, 2023, and nearly 80% of them have resumed operations in their new locations. Most enterprises were relocated to the following regions: Lviv (24% of relocated enterprises), Zakarpattia (14.5%), Chernivtsi (9.81%), Ivano-Frankivsk (8.3%), Khmelnytskyi (7.3%), and Ternopil (6.3%) [11].

The state relocation program allows for the preservation of production capacities and jobs, which are critically important for the state during wartime to replenish the budget, reduce unemployment, and supply the market with necessary goods. Despite the challenges caused by the war, Ukrainian businesses, supported by state programs and local initiatives, are gradually adapting to new conditions. Restoring business activity largely depends on the government's consistent and balanced policies. One of the main factors regions must consider when hosting relocated enterprises is the availability of skilled labor and its ability to establish production. Relocation can be beneficial if the new location ensures access to highly qualified personnel and enhances the enterprise's competitiveness. The development prospects of a relocated enterprise also depend on internal factors such as management approaches, innovative solutions, and production efficiency. Enterprises that can effectively utilize available resources and invest in new technologies and innovations can increase their competitiveness and succeed in their new locations.

Most relocated enterprises, tiny businesses operating as sole proprietorships (SPs) under a

simplified tax regime, contribute to regional development through tax payments. Hence, state policy should consider adjustments to ensure regional well-being and avoid disproportionate development in regions unaffected by active hostilities.

The most prepared enterprises for relocation were those with a high level of financial stability at the onset of the war. Among relocated businesses that have resumed operations in their new locations, the most significant shares belong to [12]:

- Wholesale and retail trade and repair of motor vehicles and motorcycles (40.24% of all relocated enterprises);
- Manufacturing (31.71%);
- information and telecommunications (6.34%);
- Professional, scientific, and technical activities (5.85%);
- Construction (4.15%).

Zakarpattia Oblast has emerged as one of the priority regions for enterprise relocation. Table 1 presents statistical data on districts and territorial communities in Zakarpattia Oblast that have received the most significant number of relocated enterprises.

Table 1

Relocated enterprises to the Zakarpattia region by districts and territorial communities)

District / Territorial Community	Relocated Enterprises		Re-registered with the State Tax Service	
	Number of Enterprises	%, share	Number of Enterprises	%, share
Berehove District	145	39,3 %	136	46,9
- Batyivska Community	114	31,1	114	39,3
Mukachevo District	72	19,5	39	13,4
- Mukachevo City Community	43	11,6	20	7,0
Rakhiv District	3	0,8	2	0,7
Tiachiv District	9	2,5	6	2,1
Uzhhorod District	109	29,9	85	29,4
- Uzhhorod City Community	82	22,2	66	22,8
Khust District	31	8,4	22	7,5
Total for the Oblast	369	100	290	100

Source: Compiled by the author based on [13]

The Phenomenon and Attractiveness of the Small Settlement of Batyovo. The appeal of Batyovo, a small settlement, stems primarily from an administrative decision by regional authorities to designate it as a hub for compact placement and registration of IT enterprises. This territorial community was initially proposed as a destination for internally displaced persons (IDPs) who, at the onset of the invasion, arrived in the region independently and uncoordinatedly, seeking a peaceful and safe refuge. The concept of creating an IT cluster in Zakarpattia Oblast evolved in this format to create favorable conditions, reduce bureaucratic barriers, and attract more businesses and entrepreneurs from the high-tech IT sector.

One of the main factors contributing to the relocation of enterprises to these territorial

communities is their proximity to the state border. Uzhhorod's city limits coincide with the state border in the west, with the city spanning 10 km, while its eastern boundary is also 10 km from the border. Similarly, the Batiyivska community is located just 6 km from the border.

Given that Russia employs missiles with significant targeting inaccuracies, there is a risk of such strikes hitting Slovakia or Hungary, both NATO member states, instead of these communities. Such actions could be interpreted as aggression against sovereign states. Consequently, the probability of missile strikes on these communities is relatively low, and the ease of crossing the border is an additional advantage. These factors have made these communities attractive for business relocation.

Relocation Statistics for Zakarpattia Oblast in 2022. In 2022, 369 enterprises relocated to Zakarpattia Oblast. The majority of these represented the IT sector (over 47%), followed by services (27.6%), manufacturing (19%), construction (slightly over 4%), and freight transport and agriculture (0.5% each).

Leading Territorial Communities for IT Enterprise Relocation: Batiyivska Community, Berehove District: 103 enterprises; Uzhhorod City Community: 34 enterprises; Svaliava City Community: 9 enterprises; Mukachevo City Community: 6 enterprises; Significance of Concentrating IT Enterprises in Zakarpattia.

Concentrating IT enterprises in Zakarpattia Oblast is essential for supporting the regional economy and fundamentally transforming its qualitative structure by increasing innovation. To support these processes and facilitate their activation, the "Zakarpattia IT Cluster" NGO was established. According to the Zakarpattia Regional Military Administration, the region has received over 35,000 IT specialists since the beginning of the war. This influx has enabled the creation of a regional IT cluster, whose specialists are exempt from military service during wartime. These developments highlight Zakarpattia's growing importance as a hub for IT enterprises and its potential to drive regional economic transformation.

The leading territorial communities for relocated manufacturing enterprises in Zakarpattia Oblast are Uzhhorod, Mukachevo, and Berehove. These urban communities, centered around cities of regional significance, host over 52% of all relocated manufacturing enterprises spanning a wide range of industries. This concentration is a positive development, as it contributes to the further growth of the regional economy, its diversification, and the enrichment of local markets with new types of industrial products.

Three territorial communities – Batiyivska, Uzhhorod, and Mukachevo – have accepted the largest number of relocated enterprises (114, 82, and 43 enterprises, respectively). Together, they account for 64.8% of all relocated businesses (239 out of 369 enterprises). Additionally, Zakarpattia has received 12 construction enterprises, including 10 that completed re-registration, making it the fourth-largest category of relocated enterprises by economic activity as of 2023.

During the first month of the full-scale invasion, approximately 100 enterprises applied for relocation to Ivano-Frankivsk Oblast, with nearly 20 enterprises

transferring their production facilities from areas with active hostilities. Enterprises in the light and forestry industries (e.g., garment factories, furniture manufacturing, modular housing production) as well as the creative industry have relocated to this region.

Relocated businesses in Chernivtsi have a clear industry-specific focus, including enterprises specializing in the production of colored metals, electric motors, chemical reagents, specialized equipment maintenance, wholesale trade, and the IT sector. Within the first month of the invasion, 40 enterprises relocated to Chernivtsi Oblast, with 20 of them successfully launching production.

The Lviv region became the relocation destination for leading Ukrainian businesses such as Gemini Espresso, a leader in the natural coffee market, and Matro Luxe, one of Ukraine's largest manufacturers of mattresses, upholstered, and case furniture. Additionally, two significant Ukrainian machine-building enterprises relocated to the region. In 2022, agreements for leasing production facilities were signed with LLC "UK Vitroparky Ukrayiny," part of the PJSC "Kramatorsk Heavy Machine Tool Plant" group, and the industrial company "Pozhmashyna," Ukraine's sole producer of large, specialized firefighting equipment.

Lviv Regional Military Administration developed a dedicated support program for relocated businesses, which includes non-repayable financial assistance of 100,000 UAH for registering enterprises within the region and an additional 100,000 UAH for creating 20 jobs. The program also provides compensation for connecting power grids (up to 750,000 UAH per enterprise) and two vouchers for marketing services (50,000 UAH) and product certification (80,000 UAH). This comprehensive support positions the Lviv region as a prospective leading industrial hub in Ukraine.

As a result of business relocations, Lviv and the surrounding region have emerged as a primary destination for not only manufacturing enterprises but also high-tech companies. Before the war, Lviv was Ukraine's third IT capital after Kyiv and Kharkiv, with approximately 30,000 IT specialists. Within the first month of the war, this number increased to 70,000–100,000. Over 40 companies relocated to the Lviv IT Cluster from regions experiencing active hostilities, solidifying Lviv's status as the leading technological hub in the country. The war, along with logistical challenges and raw material shortages, has intensified the migration of various business units from Ukraine to Poland. According to the Ministry of Economy of Ukraine, 5% of businesses have migrated abroad since the war began, and this trend continues. These relocations primarily involve enterprises in the creative industries, IT sector, and light industry. However, manufacturing enterprises have not been as active in relocating abroad, mainly due to the lack of specialized programs from EU member states to facilitate business evacuation from Ukraine. To enhance production capacities and enable Ukrainian businesses to operate within EU countries, some governments have begun implementing relevant measures. These include support programs for industrial enterprises and the creation of new jobs in specific regions, aiming to integrate Ukrainian businesses into their economies and support their continued operations.

In general, it is important to note that many enterprises find beneficial interactions with clients or competitors during the relocation process, which may evolve into partnerships. By pooling their resources, efforts, and sharing costs and responsibilities, these partnerships enable businesses to identify effective solutions and accelerate adaptation in their new regions.

Key challenges of enterprise relocation include workforce issues, as not all employees are willing to prioritize work over changing their primary place of residence. This is particularly true for key technical specialists who cannot perform their duties remotely. Relocated enterprises face significant delays in hiring new employees, followed by additional time required for training and adaptation. Another critical challenge is the disruption of supply and distribution chains, leading to interruptions in production processes. Logistical delays at border crossings and long queues at customs checkpoints represent another major issue for relocated enterprises. Even with prompt re-establishment of supply chains, changes in the geography of suppliers can render business models ineffective due to increased costs and reduced quality of raw materials. Enterprises that rely on airports and seaports for their operations are in an even more challenging situation, as relocation helps preserve the business but cannot restore its full pre-war economic potential.

Conclusions and prospects for further research. The relocation of enterprises has enabled the preservation of the country's production potential, retention of jobs, and the ability to replenish the state treasury through taxes and fees, which are critical factors for supporting regional and national economies. From the perspective of local governments, it is essential to create the necessary conditions for the swift relocation and establishment of enterprises and production facilities. This can be facilitated through grants, preferential loan programs, and assistance in establishing communications with local authorities.

The priorities of regional policies for the development of relocated businesses and mitigating associated risks should include: support for high-tech businesses capable of fostering innovative economic development and equipping key economic sectors with advanced energy-efficient technological equipment; assistance to industries whose products directly contribute to the development of the domestic market and import substitution; integration of all regions to ensure the unity and integrity of the country; addressing the challenges of economically depressed areas; promoting cross-border regional cooperation; these priorities aim to strengthen the resilience of relocated businesses, enhance regional economic stability, and contribute to the sustainable development of the country as a whole.

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Аннотація.

Плахотнюк В.В. Вплив релокації підприємств на соціально-економічний добробут регіонів України.

У статті досліджено вплив релокації підприємств на соціально-економічний добробут регіонів України в умовах війни. Релокація бізнесу, як вимушений процес переміщення підприємств із небезпечних територій до безпечних регіонів, стала одним із ключових інструментів для збереження економічної активності, робочих місць і наповнення місцевих бюджетів. У роботі проаналізовано основні причини релокації, серед яких збереження виробничих потужностей, підтримка економіки, сплата податків і забезпечення зайнятості. Виявлено основні проблеми, з якими стикаються релоковані підприємства, зокрема дефіцит виробничих площ, труднощі з логістикою, нестача кадрів та ринків збуту. Особливу увагу приділено ролі приймаючих регіонів, таких як Львівська, Закарпатська, Чернівецька області, які стали головними осередками релокації. Акцентовано на позитивних ефектах для приймаючих регіонів, таких як наповнення місцевих бюджетів та створення нових кластерів (наприклад, IT-кластер у Закарпатті), водночас підкреслено ризики економічного занепаду регіонів, з яких виїхали підприємства. Визначено основні фактори, що впливають на успішність релокації: доступність логістики, кадровий потенціал, підтримка місцевих програм і відповідність діяльності підприємств стратегіям розвитку регіонів. Запропоновано напрями вдосконалення державної політики у сфері релокації, зокрема підтримка високотехнологічних підприємств, розвиток інфраструктури та інноваційної складової приймаючих регіонів. Стаття підкреслює важливість комплексного підходу до інтеграції релокованого бізнесу у регіональні економіки як фактора стійкого розвитку України в умовах війни.

Ключові слова: релокація підприємств, соціально-економічний розвиток, регіональна економіка, підприємництво, внутрішньо переміщені особи, логістика, регіональна політика, децентралізація.

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