

УДК: 334.72(438)=811.111

<https://doi.org/10.32342/3041-2137-2025-1-62-21>

V. Smachylo,

Doctor of Sciences (Economics), Full Professor,
Alfred Nobel University, Dnipro (Ukraine),
O.M. Beketov National University of Urban Economy in *Kharkiv*,
Kharkiv (Ukraine)

<https://orcid.org/0000-0002-6153-1564>

O. Rudachenko,

Doctor of Sciences (Economics), Associate Professor,
O.M. Beketov National University of Urban Economy in *Kharkiv*,
Kharkiv (Ukraine)

<https://orcid.org/0000-0001-9597-5748>

O. Kulinich,

PhD (Public Administration), V. N. Karazin National University in Kharkiv,
Kharkiv (Ukraine)

<https://orcid.org/0000-0002-0870-3136>

D. Simonov,

PhD student, Alfred Nobel University, Dnipro (Ukraine)

<https://orcid.org/0009-0009-6424-0197>

UKRAINIAN ENTREPRENEURSHIP IN POLAND: CHALLENGES AND OPPORTUNITIES

This article addresses the challenges and opportunities for the development of Ukrainian entrepreneurship in Poland. It analyzes the scientific methods applied in the research, considering both qualitative and quantitative principles. These methods include quantitative methodology (positivist), qualitative methodology (interpretive), and mixed methodology, which combines both approaches. Among the examined methods, interviews were identified as the most common data collection format used by the authors. The selection of experts for the interviews was based on an analysis of the consulting services market, specifically firms assisting Ukrainian entrepreneurs in Poland. Through the experts' insights, typical characteristics of Ukrainian entrepreneurs entering the Polish market were identified, as well as the stages of launching new business venture. The first stage – preparatory - often ignored by entrepreneurs and includes studying the market, understanding relevant legislation, and conducting business analytics. The second stage – entering the market – involves formalizing the business idea, business processes, and business model. The third stage – adaptation – can last anywhere from less than a year to up to five years, depending on factors such as the team's activity level, the business field, enterprise size, and the entrepreneur's previous experience. During this stage, the business model is reformatted, and the company aims to reach the break-even point.

The fourth stage – refining – focuses on business processes and managing the business itself, with an emphasis on meeting and achieving established performance indicators. At this point, Ukrainian businesses do not differ significantly from their Polish counterparts.

The final key question addressed during the interviews was identifying the problems and needs that Ukrainian business projects face when entering the Polish market.

The recommendations include: conducting a thorough study of the local business climate, adapting business strategies to align with local market realities and actively seeking partnerships and support within the local business community.

Keywords: *entrepreneurship, entrepreneurship in Poland, problems of entrepreneurship, stages of entering a new market, business project, characteristics of Ukrainian entrepreneurs*

JEL classification: *M21, F20*

У статті розглянуто проблеми та можливості розвитку українського підприємництва в Польщі. Проаналізовано наукові методи, що застосовуються, з урахуванням принципів якості та кількості. До таких методів належать кількісна методологія (позитивістська), що базується на кількісних дослідженнях; якісна методологія (інтерпретативна), що фокусується на якісних дослідженнях; та змішана методологія, що поєднує якісні та кількісні підходи. Доведено, що серед розглянутих методів інтерв'ю найпоширенішим форматом є збір даних, який використовували автори. Відбір експертів для проведення інтерв'ю здійснювався на основі аналізу ринку консалтингових послуг, що надаються фірмами, які допомагають українським підприємцям у Польщі. Шляхом узагальнення думок експертів було визначено типові характеристики українських підприємців, які виходять на польський ринок. Також було визначено етапи запуску нових бізнес-проектів на польському ринку. Перший, підготовчий етап, який часто ігнорується підприємцями. Цей етап включає вивчення ринку, законодавства та підготовку бізнес-аналітики. 2-й етап – формалізація бізнес-ідеї, бізнес-процесів, бізнес-моделі. 3-й етап – адаптаційний, який може тривати як менше року, так і більше (до 5 років), залежно від активності команди, сфери бізнесу, розміру підприємства, попереднього досвіду підприємця, під час якого здійснюється переформатування бізнес-моделі, вихід на точку беззбитковості. 4-й етап передбачає безпосередній фокус на бізнес-процеси, на сам бізнес, освоєння встановлених показників, їх досягнення. Фактично, на цьому етапі український бізнес нічим не відрізняється від польського.

Останнім ключовим питанням, яке з'ясувалося під час інтерв'ю, було визначення проблем та потреб, з якими стикається український новий бізнес-проект при виході на польський ринок.

Рекомендації включають: ретельне вивчення умов місцевого бізнес-клімату, адаптація власної стратегії до місцевих реалій, активний пошук партнерства та підтримки в бізнес-спільноті.

Ключові слова: *підприємництво, підприємство в Польщі, проблеми підприємництва, етапи виходу на новий ринок, бізнес-проект, характеристики українських підприємців*

JEL classification: *M21, F20*

Statement of the problem. The study of the development of Ukrainian entrepreneurship outside the country is becoming increasingly relevant in the context of expanding international relations between countries. On the one hand, this opens up new opportunities for Ukrainian entrepreneurs to conduct business overseas, providing access to larger markets and enhancing their competitiveness. On the other hand, it presents several challenges, such as navigating legal and tax issues, adapting to new cultural and linguistic environments, and dealing with economic instability and foreign competition. However, with Poland's

developed infrastructure, stable economic growth, and support from the Ukrainian diaspora, Ukrainian entrepreneurs have a unique opportunity to capitalize on this market and overcome these challenges to achieve success.

However, it is worth noting that research on Ukrainian entrepreneurship in the European market, including Poland, is currently limited. Existing surveys, such as questionnaires and expert opinions, are not systematized, and there is only a general understanding of the challenges faced by Ukrainian entrepreneurs in Poland. This highlights the need for further research in this area.

Analysis of recent research and publications. A significant number of Ukrainian and international researchers are focused on studying entrepreneurial activity, including the mechanisms of investment and the evolution of entrepreneurship within the international market. For example, Zhornokui Yu. and colleagues [1] analyzed investment mechanisms in the private sector that are essential for supporting small and medium-sized enterprises. Grădinaru S. and colleagues [2] studied entrepreneurship development across various countries using the national entrepreneurship index. Kuckertz A. and others [3], through expert analysis, investigated the role of entrepreneurship in driving stimulation and transformation. Mmbaga N. and colleagues [4] examined the prerequisites of entrepreneurial identity and modeled their impact on the creation of new enterprises.

Special attention should be paid to the works of researchers who have studied business activity in Ukraine during the war period. For instance, I.V. Gontareva and colleagues [5] identified the obstacles hindering the development and recovery of entrepreneurship in Ukraine. They demonstrated that, for effective recovery and further development, the primary tasks include creating favorable conditions, such as ensuring security, rebuilding infrastructure, and establishing new logistics and business chains. Levchynskyi D. and colleagues [6] emphasized that key issues for Ukrainian entrepreneurship under martial law involve restoring supply chains, reestablishing sales channels, and seeking foreign partners, which are crucial for the revival of production and operational processes in the near future. Zhosan G. and Hirsia I. [7] analyzed a Mastercard survey of entrepreneurs across Ukraine and found that nearly half of the companies (around 50%) felt the impact of the changes beginning on February 24, 2022. Specifically, 79% of respondents reported a significant decrease in business volumes, 19% managed to maintain pre-crisis levels, while only 2% were able to increase their turnover. The authors also highlighted that the extent of war-related losses varies

significantly depending on the field of business activity. Furthermore, the feasibility of relocating a business or a division ranges from immediate relocation (such as an IT company's office) to complete immobility, resulting in the loss of major assets (for example, metallurgical plants). The factors influencing the development and operation of relocated businesses were studied by L. Kh. Tikhonchuk, A. S. Piddubny [8], and others. While their research, along with other studies in the field of entrepreneurship, is valuable, it is important to note that the authors primarily relied on quantitative (statistical) and qualitative methods, such as surveys and questionnaires. However, these methods do not fully uncover the cause-and-effect relationships between various aspects of business activities.

It is also worth noting that the first attempts to study the entry of Ukrainian entrepreneurship into the Polish market were addressed in [9], where the authors analyzed the current state of entrepreneurship development in Poland and identified factors that positively impact the entry of Ukrainian businesses into the Polish market. These factors include geographical proximity, economic similarities, and trade agreements. Zygmunt J. [10] further explored the potential for supporting entrepreneurship development through public funds during economic crises, particularly in Poland. Thus, the analysis of existing research highlights the lack of a coherent approach to studying the challenges faced by Ukrainian entrepreneurship in the Polish market, as well as the limited coverage of these issues in the literature.

This article aims to identify previously unresolved aspects of the broader issue. After a thorough analysis of the scientific works of both Ukrainian and foreign researchers, it became clear that there is no consensus regarding a unified methodology or approach for studying the challenges related to the development of Ukrainian entrepreneurship in the Polish market. Researchers employ a variety of methods, which often result in conflicting conclusions and decisions. While this divergence complicates understanding the situation, it

also presents promising opportunities for further research.

Formulation of the objectives of the article (problem statement). The purpose of this article is to create a profile of Ukrainian entrepreneurs entering the Polish market, outline the stages involved in launching new business ventures from Ukraine into Poland, and identify the challenges they encounter. This will be achieved through the application of qualitative expert research methods.

Summary of the main research material. In social science research, methods are typically categorized according to the principle of quality versus quantity: 1) quantitative methodology (positivist), which involves quantitative research; 2) qualitative methodology (interpretive), which represents qualitative research; and 3) mixed methodology, which combines elements of both quantitative and qualitative research (Mixed Methods Research) [11]. In the same source [11], it was noted that a key feature of qualitative methods is their ability to be conducted with small groups or even a few individuals. This allows for the inclusion of experts who, though limited in number, possess significant knowledge about the subject of the study. Additionally, qualitative methods enable a deeper understanding of the phenomenon being studied by focusing on selected cases or participants [11]. This is further supported by the opinion [12] that the experiences of individual citizens, and potentially key political actors, can be viewed as case studies, providing valuable material for research. The most common data collection method in qualitative research is the interview [13]. The choice of qualitative research methods, specifically the interview method, offers researchers the opportunity to uncover new information and knowledge that may not yet be available in the public domain. In-depth interviews (also known as unstructured or qualitative interviews) are used to obtain information that provides a comprehensive understanding of a viewpoint or situation. They can also be utilized to explore areas of interest for future research [14]. Mason [15] and Kvale [16] argue that qualitative interviews are not merely about

extracting information, but rather about constructing or reconstructing knowledge. The feasibility of applying qualitative methods to socio-economic processes is supported by research [17], where their effectiveness was demonstrated in studying the adaptation of non-Estonians in Estonia to the socio-political transformation and economic reforms of the 1990s. This method allowed for a more comprehensive exploration of adaptation processes.

As defined by Oakley [18], qualitative interviewing is a type of framework in which practices and standards are not only established but also questioned, reinforced, and refined. The absence of rigid structure in research interviews is highlighted in [19], which supports the idea that most qualitative interviews can be described as semi-structured, lightly structured, or in-depth [19].

In the context of semi-structured interviews, as described in [13], these are in-depth interviews where respondents are asked open-ended questions prepared in advance, requiring prior preparation to formulate a list of these questions. A similar perspective on the semi-structured in-depth interview method is expressed in [20], where it is noted that the interviewer does not follow a strictly structured questionnaire but instead has a general conversation plan or a set of theoretically significant topics relevant to the research.

In [21], it is explained that a set of prepared questions, whose sequence is flexible and can be adjusted according to the flow of the conversation in each case, is referred to as a «guide.» It is recommended to test the guide [22] to assess how respondents perceive the questions and to make any necessary adjustments. This method can be used with both individuals and groups, typically lasting 30 to 60 minutes [23-24]. Having such a guide (or manual) enables more systematic and comprehensive interviews, helps maintain focus on the research objectives, and ensures optimal use of the time allocated for the interview [24].

The importance of allowing a certain freedom of communication during

interviews, including the ability to clarify and improve questions based on previously obtained information and reflections, is highlighted in [25]. For this reason, open-ended questions are typically used, as they enable the collection of more in-depth and useful data [14]. The justification for this research methodology is further supported by works such as [26], which demonstrate that qualitative methods, particularly those using open-ended questions, can reveal information that may be overlooked with traditional questionnaires. A semi-structured interview provides the flexibility to gather more detailed and extensive responses from participants compared to structured interviews. It allows for adaptability and adjustment of questions while still remaining focused on the research topic [27].

Thus, it is advisable to use semi-structured, in-depth interviews for the study of socio-economic phenomena. Semi-structured interviews encourage respondents to discuss predetermined topics openly, while the interviewer uses probing follow-up questions to explore specific areas of interest in greater depth. This approach aims to provide a comprehensive understanding of the topic at hand.

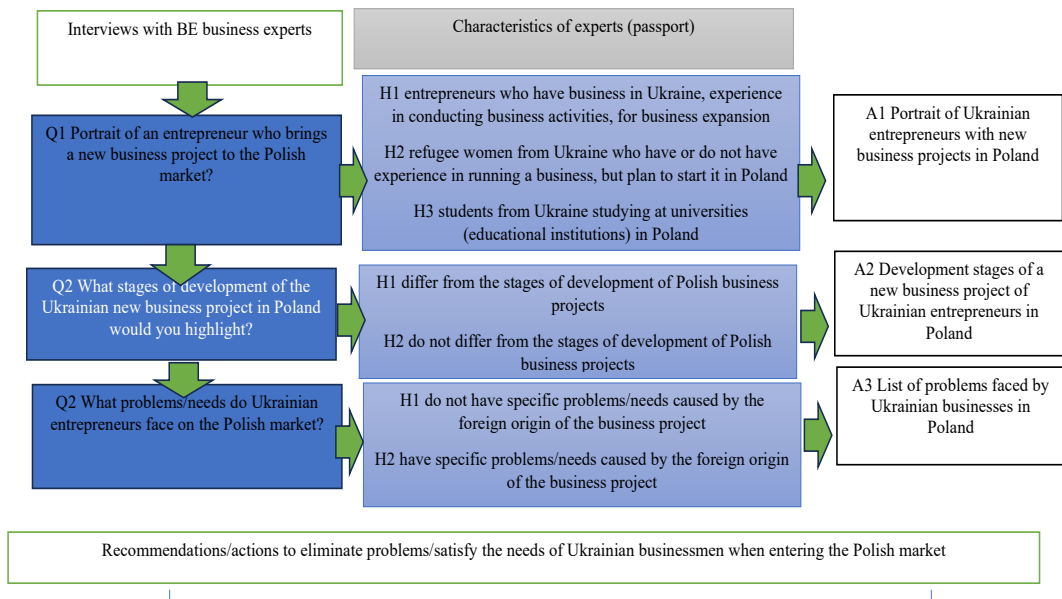
Method of information collection: face-to-face interviews with respondents, conducted either in person or through online platforms (Skype, Zoom, Viber, WhatsApp), as well as using printed or online forms.

The general research methodology is presented in Figure 1.

The selection of experts for the survey was based on a study of the consulting services market, which includes companies that provide advice to Ukrainian entrepreneurs in Poland. Additionally, the «snowball» method was employed, where each participant referred the researchers to other individuals who could contribute to the study on the same topic [20] (Table 1).

Sampling Type: Purposive as recommended in [27] and implemented in [28].

Sample size: an analysis of scientific research in this area reveals that there is no definitive consensus on the sample size for qualitative studies. The number of participants typically varies: 3-10 people, 2-10 people, or 5-8 people. The so-called saturation point is reached when the next participant provides minimal or no new information. Research [28] indicates that minimal new information



Created independently
 Fig. 1. Research methodology

Table 1

Profile of experts

Expert	Education status	Age	Experience (year)	Experience of working with Ukrainian entrepreneurs (year)	Areas of expertise	Data about business
E1	Master, MBA	39	10	10	Entrepreneurship, business development	Business Process Outsourcing, BPO
E2	Master	29	7	7	Entrepreneurship, Business consulting, legal services	-
E3	Master	30	10	10	Entrepreneurship, Business consulting	Consulting, legal and accounting services
E4	Master	45	23	7	Entrepreneurship, Business consulting, medical consulting	Business consulting, medical consulting
E5	PhD, Master	35	10	10	Business consulting, legal services	Business consulting, legal services
E6	PhD	50	25	12	Business consulting, investing	-

Source: constructed by the authors based on expert responses

was received from the fifth participant, and no new information was obtained from the sixth. Therefore, the planned sample size for this study is 6 participants.

With the start of Russia's full-scale invasion of Ukraine on February 24, 2022, many people, including entrepreneurs, were forced to go abroad, relocate their businesses to other regions and countries, and begin rebuilding from scratch. A significant number chose Poland as their destination, given its proximity and active support for Ukraine, as well as the favorable conditions it has created for starting a business. According to a report [29], by the end of September 2022, 24,100 enterprises with Ukrainian capital were operating in Poland, representing 25% of all companies with foreign capital. In comparison, businesses with German (10%), Belarusian (4%), Dutch (4%), or Chinese (4%) capital were far less represented. From January to September 2022, 45% of newly registered companies with foreign capital in Poland were Ukrainian-owned business entities [29-30].

In 2022, Ukrainians opened around 16,000 individual enterprises in Poland, and

by the first half of 2023, nearly 14,000 more had been established. According to the Polish Economic Institute, nearly one in ten companies created in Poland during this period was Ukrainian-owned [29,31]. From January 2022 to June 2023, more than half (61%) of all registered foreign individual entrepreneurs (JDG) in Poland had owners with Ukrainian citizenship [29,32]. By the end of June 2023, 29,400 Ukrainian JDGs had been registered in the Polish database since the beginning of the war [29].

Thus, there is active movement in terms of new Ukrainian business projects entering the Polish market. This naturally raises the question of the profile of a Ukrainian entrepreneur who starts a new business project in Poland. In exploring this issue, three hypotheses regarding the profile of a Ukrainian entrepreneur entering the Polish market with a new business project were considered. These hypotheses were based on an analysis of reports on the migration and business activities of Ukrainians abroad.

H1: Entrepreneurs who already have a business in Ukraine and experience in

conducting business activities, seeking to expand or relocate their business.

H2: Refugee women from Ukraine, with or without prior business experience, who plan to start a business in Poland.

H3: Ukrainian students studying at universities or other educational institutions in Poland.

After interviewing six business experts with experience working with Ukrainian entrepreneurs, the following general results were observed:

The first category, outlined in Hypothesis 1, represents the largest and most successful group.

The second category, focused on women's businesses, is primarily composed of those who have either prior entrepreneurial experience or experience working in a corporation, which helps them realize their entrepreneurial intentions.

According to one of the experts, *“out of the 60 people who attended the trainings in 2022, 3 to 5 went on to open their own businesses, including ventures in products, a fitness center, and a representative office for a building materials company.”*

The third category also exists, but during their years of study, young people from Ukraine tend to assimilate into Polish society and gain similar experiences and positions as their Polish peers for starting a business. As a result, they typically do not require consulting support when launching a business in Poland.

According to one of the experts, *“more than 50% of students remain in Poland.”* Another expert observed, *“young people are more inclined toward entrepreneurship compared to those working as employees. They are less afraid to take risks, and Poland provides favorable conditions for young entrepreneurs. There's almost no chance of not securing funding.”*

Summarizing the opinions of experts regarding the profile of a Ukrainian entrepreneur entering the Polish market with a new business project, it should be noted that a transformation is taking place. Before the war, sole proprietorships were common, but after the war, in addition to sole

proprietorships, the number of legal entities is increasing. Entrepreneurs aged 40+ with experience running businesses in Ukraine, whether or not they have basic knowledge of running a business in Poland, now dominate. They are confident in their ability to manage a business, but often face failure due to a lack of understanding of cultural nuances, legislation, language barriers, difficulty establishing business processes, and the absence of long-term strategic planning. Business relocation, scaling, franchising, or bringing concepts that existed in Ukraine but are missing in the Polish market are among the opportunities.

Some entrepreneurs ended up in Poland due to the war and are now attempting to create their own businesses. Based on the generalization of expert opinions, the characteristic features of a Ukrainian entrepreneur entering the Polish market have been identified (Figure 2).

We would like to delve more into the cultural differences in business between Ukraine and Poland, which many overlook. To do this, we will use Hofstede's scale to construct a comparative graph (Figure 3).

As we can see from this figure, Poland has a relatively low level of power distance, which means greater equality and openness in business relations. Managers often expect employees to have a say and involve them in the decision-making process. However, Ukraine exhibits a higher level of power distance, which means that hierarchy is more visible and there is more subordination to those in higher positions. In terms of uncertainty avoidance, Poland shows a moderate level of uncertainty avoidance. There is a certain attachment to tradition and rules, but at the same time there is room for flexibility and adaptation to change. Ukraine tends to show a higher level of uncertainty avoidance, which means more caution about risk, a preference for well-defined rules and a more formal approach to business. Poland is considered a society with a greater degree of individualism, where independence, personal achievements and self-realization are manifested. However, Ukraine shows a more collectivist tendency, where greater



Fig. 2. Characteristic features of Ukrainian entrepreneurs
 Constructed by the authors on the basis of generalizations of experts' opinions

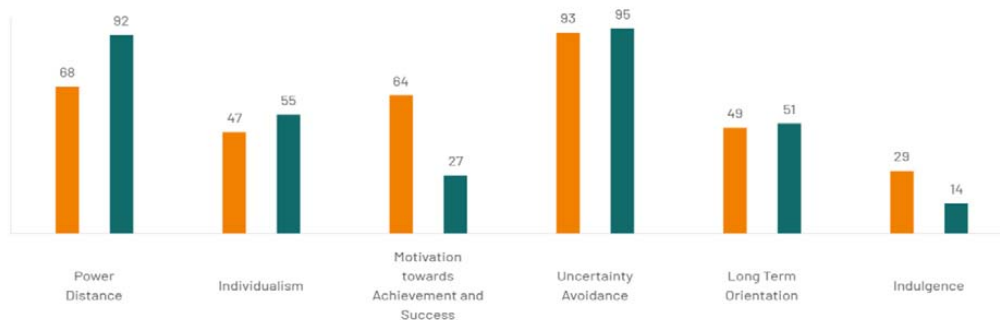


Fig. 3. Cultural differences in business between Ukraine and Poland according to H. Hofstede
 Source: [33]

emphasis is placed on group affiliation, and loyalty to family and community.

The second important issue clarified during the interviews with experts was identifying the stages of entry for new Ukrainian business projects into the Polish market.

As one of the experts noted, *“entering the market is becoming more intentional; they have a goal, but they are not prepared for the realities. They do not fully understand these realities and possess only superficial knowledge.”* The general consensus among the experts was that there are significant

differences between Polish and Ukrainian business projects. In general, the following stages can be highlighted:

The first stage – preparatory - often ignored by entrepreneurs and includes studying the market, understanding relevant legislation, and conducting business analytics.

The second stage – entering the market – involves formalizing the business idea, business processes, and business model. According to one of the experts, *“registration of the firm is not a mandatory condition for entering the market. Designing a business*

process is also not required. Registration begins where it is necessary and beneficial. It's often better to prototype the business process without registering the company first”.

This recommendation is particularly relevant for Ukrainian entrepreneurs, as their typical approach is, according to another expert, “let’s register a company, and then we’ll figure out what we’re going to do.” This mindset often leads to unnecessary losses, such as premature registration, administrative burdens, and taxation issues. It can also result in undesirable tax implications due to an incorrectly chosen business structure or inflated costs during operations, as the specific legal and tax nuances of different organizational forms are not adequately considered.

Another expert observes that “it is possible to use a business model from Ukraine, but often this is not feasible due to differences in customs, laws, and other factors.” Therefore, the business model must be rebuilt and adapted to the new realities.

The third stage – adaptation – can last anywhere from less than a year to up to five years, depending on factors such as the team’s activity level, the business field, enterprise size, and the entrepreneur’s previous experience. During this stage,

the business model is reformatted, and the company aims to reach the break-even point.

The fourth stage – refining – focuses on business processes and managing the business itself, with an emphasis on meeting and achieving established performance indicators. At this point, Ukrainian businesses do not differ significantly from their Polish counterparts.

The final key question addressed during the interview was the identification of the problems and needs that Ukrainian business projects encounter when entering the Polish market.

A similar study was conducted by the Polski Instytut Ekonomiczny using the questionnaire method. However, while the results of the questionnaire, shown in Figure 4, provide some insights, they do not fully capture the depth of the problems, what specifically is problematic, or why. This is why the interview method was chosen to better identify the challenges faced by Ukrainian business projects in the Polish market.

From the analysis of Figure 4, it is evident that the most significant obstacle is the “Lack of business experience in Poland.” However, this barrier is common for any foreign entrepreneur entering a new market, and experience can only be gained by starting

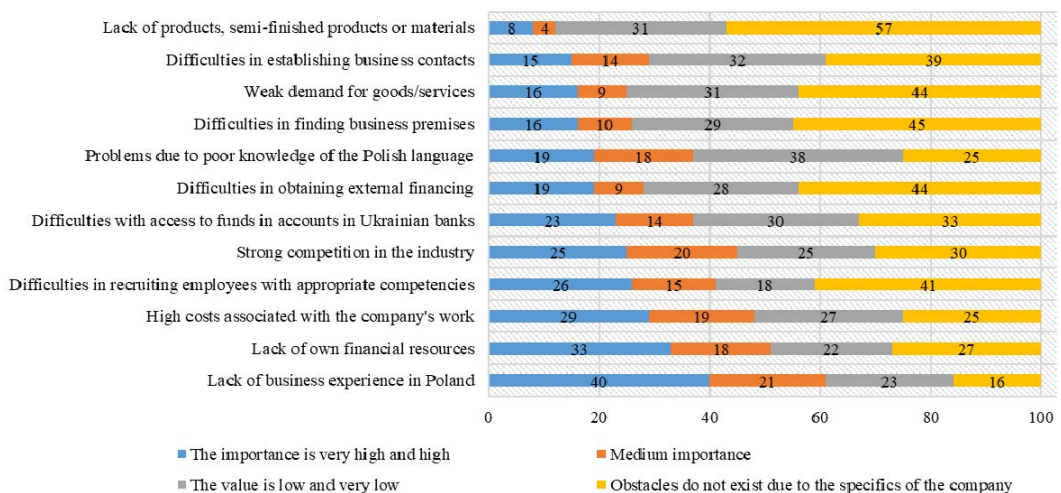


Fig. 4. The importance of barriers to doing business according to Ukrainian entrepreneurs, %
Source: [29]

to do business in Poland. Additionally, the lack of personal financial resources and the high operational costs of running a company are also among the top three challenges faced by Ukrainian entrepreneurs.

As a result of the expert interviews, a problem area was identified for Ukrainian business projects entering the Polish market:

- lack of business analytics for successfully starting and managing a business;
- misunderstanding of internal market processes within the Polish market;
- problems with financing;
- lack of understanding of Polish legislation, European standards, and the specificities of taxation and accounting;
- low efficiency and quality in conducting business processes;
- mistrust of Ukrainian brands, requiring the need to build a brand from scratch in the Polish market;
- challenges in recruitment and working with personnel;
- language barriers.

First of all, as one of the experts noted, *“Ukrainian businesses have become more visible, especially in big cities. While this visibility may provoke some frustration, it also brings new energy, new employers, and new competitors to the existing market.”*

The biggest problem identified by almost all experts is the lack of research, particularly marketing, prior to entering the Polish market. This includes a lack of understanding of the importance of business analytics for successfully starting and running a business.

As a result, there is a general misunderstanding of the internal market processes in Poland, which experts highlighted as a common issue for Ukrainian businesses.

Furthermore, there are significant challenges with financing, ranging from incorrectly estimated amounts needed for market entry to issues with withdrawing funds from Ukraine, legalizing them in Poland, and proving their legal origin. Typically, funds are allocated for capital investments but not for working capital, which creates additional hurdles.

Another problem is the lack of understanding of Polish legislation and European standards in general, as well as the specificities of taxation and accounting. Based on their Ukrainian experience, entrepreneurs often try to manage these tasks themselves or hire a full-time accountant, which is not always appropriate or cost-effective. They often overlook other options for streamlining these administrative processes. Unwillingness to invest in consulting services frequently leads to mistakes and financial losses.

A related issue is the low efficiency and quality of business processes, which are often not developed or adapted to the new market conditions.

Additionally, Ukrainian businesses face a significant challenge with brand recognition – there is a general mistrust of Ukrainian brands, necessitating the need to build their reputation from scratch in the Polish market.

According to one expert, this is a significant challenge *“for large businesses from Ukraine. They have to build a brand from the ground up, starting everything from scratch, even though they are already well-known in Ukraine.”* Essentially, they cannot rely on the usual levels of communication, advertising, or recognition. *“Until the brand is known, no one will enter into serious contracts.”*

Another expert pointed out a key cultural difference: *“In Poland, if they say yes, then it will be so, but in Ukraine, that’s not always the case.”* This inconsistency creates uncertainty about whether previous agreements will be honored, leading to a general lack of trust in Ukrainian businesses.

Another problem is recruitment and personnel management in general. As one expert noted, *“the remoteness of management staff, with key decision-makers in Ukraine and management in Poland, creates a complicated process of communication and decision-making,”* which negatively affects overall management processes. Additionally, there is a shortage of managers who are fluent in both Polish and Ukrainian, which hampers effective communication with different stakeholders. Despite the similarities between the languages, language barriers exist and

negatively impact team dynamics. Experts also highlighted the difficulty in recruiting personnel with the necessary competencies.

What recommendations can be given to new Ukrainian business projects entering the Polish market to ensure their success?

First of all, high-quality business analytics and marketing research adapted to the local market are essential, and these should be provided by local specialists. It is important to engage consulting organizations, and there must be a willingness to invest in these services, even if the analysis shows a negative outcome, such as the impracticality of entering the Polish market with a specific product.

The second recommendation, closely related to the first, involves legal, accounting, and administrative support, which should be delegated to professionals.

The third recommendation is to pay attention to cultural differences and consult professionals who are familiar with these nuances.

The fourth recommendation focuses on establishing efficient business processes and developing long-term strategic plans.

Conclusions from this study and the prospects for further research in this direction. Solving problems and creating a successful exit for Ukrainian entrepreneurs to the Polish market turns out to be a difficult task due to a number of factors, including:

- language barrier: problems with communication and conducting business may arise for Ukrainian entrepreneurs due to unfamiliarity with the Polish language;

- the regulatory sphere: the difference in legal and regulatory standards can make it difficult to adapt to the policies and norms of Poland;

- competition: the high level of competition on the Polish market requires effective strategies and unique offers from Ukrainian companies;

- cultural differences: differences in cultural characteristics can affect mutual understanding and interaction between enterprises of both countries;

- economic instability: factors such as changes in demand and exchange rates can affect the stability and profitability of business in the foreign market and others.

The research, based on interviews with experts in the consulting services market, which includes firms advising Ukrainian entrepreneurs in Poland, enabled the formulation of recommendations for a successful entry into the Polish market. These recommendations include: thoroughly studying local business climate conditions, adapting strategies to align with local market realities and actively seeking partnerships and support within the business community.

Bibliography

1. Zhornokui Yu. M., Vahanova I. M., Soboliev O. V., Borysov I. V. Means of privat investment of small and medium innovation entrepreneurship in the European union. *Financial and Credit Activity Problems of Theory and Practice*. 2021. 4(31). 145–151.

2. Grădinaru C., Toma S., Catanăphd Ș., Nicoleta Z. The national entrepreneurship context index in the period 2018-2020: an overview. *Annals of the „Constantin Brâncuși” University of Târgu Jiu, Economy Series*. 2020. Issue 5. 222-227.

3. Kuckertz A., Berger E., Brändle L. Entrepreneurship and the sustainable bioeconomy transformation. *Environmental Innovation and Societal Transitions*. 2020. №37. pp. 332-344.

4. Mmbaga N., Mathias B., Williams D., Cardon M. A review of and future agenda for research on identity in entrepreneurship. *Journal of Business Venturing*. 2020. №35 (6). P. 106049.

5. Гонтарева, І. В., Євтушенко, В. А., Михайленко, Д. Г. Особливості розвитку підприємництва в умовах військових дій та повоєнного відновлення України. *Проблеми сучасних трансформацій. Серія: економіка та управління*, 2023. (7). URL: <https://doi.org/10.54929/2786-5738-2023-7-03-04> (дата звернення 15.03.2024)

6. Левчинський, Д., Ступнікер, Г., Каширнікова, І., Зозуля, Н. Підприємництво України в умовах воєнного стану. *Економічний простір*, 2022. (181), 110-114.

7. Жосан, Г., Хірса, І. Особливості підприємницької діяльності в умовах воєнного стану в Україні. *Таврійський науковий вісник. Серія: Економіка*, 2022. (14), 26-31.

8. Тихончук Л. Х., Піддубний А. С. Функціонування релокованого бізнесу у територіальних громадах (на прикладі Рівненської області). *Вісник НУБГП. Серія «Економічні науки»*. 2023. №1(101). С. 216-227
9. Димченко, О., Смачило, В., Тараруєв, Ю., Рудаченко, О. Стан та проблеми виходу українських підприємців на ринок Польщі. *Ефективна економіка*. 2023 .№12. URL: <http://doi.org/10.32702/2307-2105.2023.12.4> (дата звернення 15.03.2024).
10. Zygmunt J. Supporting Entrepreneurship from Public Funds during the Major Economic Disruptions: Polish Evidence. *Proceedings of the 36th International Business Information Management Association (IBIMA)*. Granada, Spain. 2020. URL: https://www.researchgate.net/publication/348393086_2020_Zygmunt_J_Supporting_Entrepreneurship_from_Public_Funds_during_the_Major_Economic_Disruptions_Polish_Evidence#fullTextFileContent (дата звернення 15.03.2024).
11. Сейко Н., Андрійчук Н. Якісні та кількісні методи дослідження в курсі «методологія наукових досліджень» для майбутніх соціальних працівників. *Нові технології навчання: збірник наукових праць. ДНУ «Інститут модернізації змісту освіти»*. Київ. 2020. Вип. 94. 338 с. С. 299-305.
12. Бондар В. С., Яковлев М. В. Можливості застосування якісних методів у дослідженні процесів інституційної трансформації. *Наукові записки. Соціологічні науки*. Київ. 2008. Том 83. URL: <https://core.ac.uk/download/pdf/149246111.pdf> (дата звернення 15.03.2024).
13. Sh. Jamshed. Qualitative research method-interviewing and observation *J Basic Clin Pharm*. 2014. 5(4): 87–88. URL: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4194943/> (дата звернення 15.03.2024).
14. Rita S. Y. Berry Collecting data by in-depth interviewing. 1999. URL: <https://www.angelfire.com/nb/ba1199/lesson016/indepth.htm> (дата звернення 15.03.2024).
15. Kvale, S. (InterViews: An Introduction to Qualitative Research Interviewing. London: Sage Publications. 1996.
16. Mason. J. Qualitative Researching. (2nd Ed.) London: Sage Publication. 2002.
17. Saar E., Kazjulja M. Individual Planning or Adaptation: Personal Destinies of Non-Estonians in the Period of Socio-Economic Reforms of the 1990s in Estonia. *Qualitative Sociology Review*. 2007. Vol. III. Issue 2. P. 144-170.
18. Oakley A. Gender, methodology and people's ways of knowing: Some problems with feminism and the paradigm debate in social science. *Sociology*. 1998. Vol. 32. №4. pp. 707-731
19. Mason J. London, Routledge: Linking qualitative and quantitative data analysis. *Analysing qualitative data*; 1994. pp. 89–110.
20. Прохорова А. А. Методологічні особливості дослідження особистих свідчень учасників майдану 2013–2014 років методом напівструктурованого інтерв'ю. 2017. URL: <https://ekmair.ukma.edu.ua/server/api/core/bitstreams/645bcd21-808e-4086-9da2-a7357e13398f/content>. (дата звернення 15.03.2024).
21. Berg B. L. Qualitative Research Methods for the Social Sciences. *Bruce Lawrence Berg*. 5th ed. California State University. 2004. 384 p.
22. Creswell JW. Thousand Oaks, California: Sage Publications; *Qualitative Inquiry and Research Design: Choosing Among Five Approaches: International Student Edition*. 2007.
23. Corbin J, Strauss A. 3rd ed. Thousand Oaks, California: Sage Publications. *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. 2008.
24. DiCicco-Bloom B. Crabtree BF. The qualitative research interview. *Med Educ*. 2006. № 40. 314–21.
25. Бондар В. С. Методологічні особливості якісних методів. *Наукові записки НАУКМА. Соціологічні науки*. 2002. Т. 18. С. 31–34.
26. Pillay, H. L., Singh, J. S. K., Fah, B. C. Y. Innovative Activity in SMEs: Critical Success Factors to Achieve Sustainable Business Growth. *Marketing and Management of*

Innovations. 2022. 2. 31-42. URL: <https://doi.org/10.21272/mmi.2022.2-03> <https://mmi.sumdu.edu.ua/volume-13-issue-2/article-3/> (дата звернення 15.03.2024).

27. Merriam, S. B., & Tisdell, E. J. (2015). *Qualitative research: A guide to design and implementation*. John Wiley & Sons. URL: <https://www.iosrjournals.org/iosr-jrme/papers/Vol-12%20Issue-1/Ser-5/E1201052229.pdf> (дата звернення 15.03.2024).

28. Charmaz, K. *Constructing Grounded Theory* (2nd ed.). Sage Publications. 2014.

29. Dębkowska, K., Kłosiewicz-Górecka, U., Szymańska, A., Wejt-Knyżewska, A., Zybortowicz, K. *Українські фірми в Польщі по вибуху війни в 2022 р.*, *Polski Instytut Ekonomiczny*, Warszawa. 2022.

30. Sukhonos, M., Dymchenko, O., Smachylo, V., Rudachenko, O., Tararuiiev, I. Sustainable Development of Entrepreneurship Entities in Ukraine: National and Regional Aspects. In: Arsenyeva, O., Romanova, T., Sukhonos, M., Biletskyi, I., Tsegelnyk, Y. (eds) *Smart Technologies in Urban Engineering*. STUE 2023. Lecture Notes in Networks and Systems, 2023. vol 808. Springer, Cham. pp 38–49.

31. Smachylo V.V., Sliusareva L.V., Bozhydai I.I., Kulinich O.V. The modeling of startup ecosystems in central and eastern europe based on socio-economic indicators. *Academic review*. 2023. No 2 (59). pp. 310-324.

32. Прасад А. (2024). Українці відкрили рекордну кількість нових бізнесів у Польщі з початку року. URL: <https://forbes.ua/news/ukraintsi-vidkryli-rekordnu-kilkist-novikh-biznesiv-u-polshchi-z-pochatku-roku> (дата звернення 15.03.2024).

33. Country comparison tool. (2024). URL: <https://www.hofstede-insights.com/country-comparison-tool> (дата звернення 15.03.2024).

References

1. Zhornokui Yu. M., Vahanova I. M., Soboliev O. V., Borysov I. V. (2021). *Means of privat investment of small and medium innovation entrepreneurship in the European union*. Financial and Credit Activity Problems of Theory and Practice. 4(31). 145–151.

2. Grădinaru C., Toma S., Catanăphd Ș., Nicoleta Z. (2020). *The national entrepreneurship context index in the period 2018-2020: an overview*. Annals of the „Constantin Brâncuși” University of Târgu Jiu, Economy Series. Issue 5. 222-227.

3. Kuckertz A., Berger E., Brändle L. (2020). *Entrepreneurship and the sustainable bioeconomy transformation*. Environmental Innovation and Societal Transitions. №37. pp. 332-344.

4. Mmbaga N., Mathias B., Williams D., Cardon M. (2020). *A review of and future agenda for research on identity in entrepreneurship*. Journal of Business Venturing. №35 (6). P. 106049.

5. Hontareva, I. V., Yevtushenko, V. A., Mykhaylenko, D. H. (2023). *Osoblyvosti rozvytku pidpryyemnytstva v umovakh viys'kovykh diy ta povoyennoho vidnovlennya Ukrainy* [Peculiarities of the development of entrepreneurship in the conditions of military operations and post-war reconstruction of Ukraine]. Problemy suchasnykh transformatsiy. Seriya: ekonomika ta upravlinnya, (7). Available at: <https://doi.org/10.54929/2786-5738-2023-7-03-04>

6. Levchynskyy, D., Stupniker, H., Kashyrynikova, I., & Zozulya, N. (2022). *Pidpryyemnytstvo ukrayiny v umovakh voyennoho stanu* [Ukrainian entrepreneurship under martial law]. Ekonomichnyy prostir, (181), 110-114.

7. Zhosan, H., & Khirsa, I. (2022). *Osoblyvosti pidpryyemnyts'koyi diyal'nosti v umovakh voyennoho stanu v Ukraini* [Peculiarities of entrepreneurial activity in the conditions of martial law in Ukraine]. Tavriyskyy naukovyy visnyk. Seriya: Ekonomika, (14), 26-31.

8. Tykhonchuk L. KH., Piddubnyy A. S. (2023). *Funktsionuvannya relokovanoho biznesu u terytorial'nykh hromadakh (na prykladi Rivnens'koyi oblasti)* [Functioning of relocated businesses in territorial communities (on the example of the Rivne region)]. Visnyk NUVHP. Seriya «Ekonomichni nauky». Vypusk 1(101). S. 216-227

9. Dymchenko, O., Smachylo, V., Tararuyev, YU., Rudachenko, O. (2023). *Stan ta problemy vykhodu ukrayins'kykh pidpryyemtsiv na rynek Pol'shchi* [The state and problems of Ukrainian entrepreneurs entering the Polish market]. № 12 (2023): Efektyvna ekonomika. Available at: <http://doi.org/10.32702/2307-2105.2023.12.4> (accessed 15 March 2024).

10. Zygmunt J. (2020). *Supporting Entrepreneurship from Public Funds during the Major Economic Disruptions: Polish Evidence*. Proceedings of the 36th International Business Information Management Association (IBIMA). Granada, Spain. Available at: https://www.researchgate.net/publication/348393086_2020_Zygmunt_J_Supporting_Entrepreneurship_from_Public_Funds_during_the_Major_Economic_Disruptions_Polish_Evidence#fullTextFileContent (accessed 15 March 2024).

11. Seyko N., Andriychuk N. (2020). *Yakisni ta kil'kisni metody doslidzhennya v kursy «metodolohiya naukovykh doslidzhen'» dlya maybutnikh sotsial'nykh pratsivnykiv* [Qualitative and quantitative research methods in the course “methodology of scientific research” for future social workers]. *Novi tekhnolohiyi navchannya: zbirnyk naukovykh prats'*. DNU «Instytut modernizatsiyi zmistu osvity». Kyiv, Vyp. 94. 338 s. S. 299-305.

12. Bondar V. S., Yakovlev M. V. (2008). *Mozhlyvosti zastosuvannya yakisnykh metodiv u doslidzhenni protsesiv instyutsiynoyi transformatsiyi* [Possibilities of using qualitative methods in the study of processes of institutional transformation]. *Naukovi zapysky. Sotsiolohichni nauky*. Tom 83. Available at: <https://core.ac.uk/download/pdf/149246111.pdf> (accessed 15 March 2024).

13. Sh. Jamshed. (2014). *Qualitative research method-interviewing and observation* *J Basic Clin Pharm*. 5(4): 87–88. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4194943/> (accessed 15 March 2024).

14. Rita S. Y. (1999). *Berry Collecting data by in-depth interviewing*. Available at: <https://www.angelfire.com/nb/ba1199/lesson016/indepth.htm> (accessed 15 March 2024).

15. Kvale, S. (1996). *InterViews: An Introduction to Qualitative Research Interviewing*. London: Sage Publications.

16. Mason. J. (2002). *Qualitative Researching*. (2nd Ed.) London: Sage Publication

17. Saar E., Kazjulja M. (2007). *Individual Planning or Adaptation: Personal Destinies of Non-Estonians in the Period of Socio-Economic Reforms of the 1990s in Estonia*. *Qualitative Sociology Review*. Vol. III. Issue 2. P. 144-170.

18. Oakley A. (1998). *Gender, methodology and people's ways of knowing: Some problems with feminism and the paradigm debate in social science*. *Sociology*. Vol. 32, No. 4 (November 1998), pp. 707-731

19. Mason J. (1994). *London, Routledge: Linking qualitative and quantitative data analysis*. *Analysing qualitative data*; pp. 89–110.

20. Prokhorova A. A. (2017). *Metodolohichni osoblyvosti doslidzhennya osobystykh svidchen' uchasnykiv maydanu 2013–2014 rokiv metodom napivstrukturovanoho intervyyu* [Methodological features of the study of personal testimonies of the participants of the Maidan in 2013-2014 by the method of semi-structured interviews]. Available at: <https://ekmair.ukma.edu.ua/server/api/core/bitstreams/645bcd21-808e-4086-9da2-a7357e13398f/content>. (accessed 15 March 2024).

21. Berg B. L. (2004). *Qualitative Research Methods for the Social Sciences/ Bruce Lawrence Berg*. 5th ed. California State University. 384 p.

22. Creswell JW. (2007). *Thousand Oaks, California: Sage Publications; Qualitative Inquiry and Research Design: Choosing Among Five Approaches: International Student Edition*.

23. Corbin J, Strauss A. 3rd ed. (2008). *Thousand Oaks, California: Sage Publications. Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*.

24. DiCicco-Bloom B, Crabtree BF. (2006). *The qualitative research interview*. *Med Educ*. 2006;40:314–21.

25. Bondar V. S. (2002) *Metodolohichni osoblyvosti yakisnykh metodiv* [Methodological features of qualitative methods]. *Naukovi zapysky NaUKMA*. T. 18 : Sotsiolohichni nauky. S. 31–34

26. Pillay, H. L., Singh, J. S. K., Fah, B. C. Y. (2022). *Innovative Activity in SMEs: Critical Success Factors to Achieve Sustainable Business Growth*. Marketing and Management of Innovations, 2, 31-42. Available at: <https://mmi.sumdu.edu.ua/volume-13-issue-2/article-3/> (accessed 15 March 2024).

27. Merriam, S. B., & Tisdell, E. J. (2015). *Qualitative research: A guide to design and implementation*. John Wiley & Sons. Available at: <https://www.iosrjournals.org/iosr-jrme/papers/Vol-12%20Issue-1/Ser-5/E1201052229.pdf> (accessed 15 March 2024).

28. Charmaz, K. (2014). *Constructing Grounded Theory (2nd ed.)*. Sage Publications.

29. Dębowska, K., Kłosiewicz-Górecka, U., Szymańska, A., Wejt-Knyżewska, A., Zybortowicz, K. (2022), *Ukraińskie firmy w Polsce po wybuchu wojny w 2022 r.*, Polski Instytut Ekonomiczny, Warszawa

30. Sukhonos, M., Dymchenko, O., Smachylo, V., Rudachenko, O., Tararuiev, I. (2023). *Sustainable Development of Entrepreneurship Entities in Ukraine: National and Regional Aspects*. In: Arsenyeva, O., Romanova, T., Sukhonos, M., Biletskyi, I., Tsegelnyk, Y. (eds) Smart Technologies in Urban Engineering. STUE 2023. Lecture Notes in Networks and Systems, vol 808. Springer, Cham. pp 38–49.

31. Smachylo V.V., Sliusareva L.V., Bozhydai I.I., Kulinich O.V. (2023). *The modeling of startup ecosystems in Central and Eastern Europe based on socio-economic indicators*. Academy review. 2023. No 2 (59). pp. 310-324.

32. Prasad A. (2024). *Ukrayintsi vidkryly rekordnu kil'kist' novykh biznesiv u Pol'shchi z pochatku roku* [Ukrainians have opened a record number of new businesses in Poland since the beginning of the year]. Available at: <https://forbes.ua/news/ukrainsi-vidkrili-rekordnu-kilkist-novykh-biznesiv-u-polshchi-z-pochatku-roku-19072023-14893> (accessed 15 March 2024).

33. *Country comparison tool*. (2024). Available at: <https://www.hofstede-insights.com/country-comparison-tool> (accessed 15 March 2024).

UKRAINIAN ENTREPRENEURSHIP IN POLAND: CHALLENGES AND OPPORTUNITIES

Valentyna Smachylo, Alfred Nobel University, Dnipro (Ukraine), O.M. Beketov National University of Urban Economy in Kharkiv, Kharkiv (Ukraine).

E-mail: smachylo.v@duan.edu.ua

Olha Rudachenko, O.M. Beketov National University of Urban Economy in Kharkiv, Kharkiv (Ukraine).

E-mail: polkin87@ukr.net

Oleh Kulinich, V. N. Karazin National University in Kharkiv, Kharkiv (Ukraine).

E-mail: mpho@ukr.net

Dmytro Simonov, Alfred Nobel University, Dnipro (Ukraine).

E-mail: bee-play@hotmail.com

<https://doi.org/10.32342/3041-2137-2025-1-62-21>

Keywords: *entrepreneurship, entrepreneurship in Poland, problems of entrepreneurship, stages of entering a new market, business project, characteristics of Ukrainian entrepreneurs*
JEL classification: *M21, F20*

The article is devoted to solving the problem of developing Ukrainian business projects in the Polish market.

The article analyzes scientific methods that incorporate both qualitative and quantitative principles. These methods include quantitative methodology (positivist), based on quantitative research; qualitative methodology (interpretive), focused on qualitative research; and mixed methodology,

which combines both approaches. It is demonstrated that, among the examined methods, interviews are the most commonly used data collection format by the authors. The selection of experts for the interviews was based on an analysis of the consulting services market, specifically firms that assist Ukrainian entrepreneurs in Poland. Through the experts' insights, typical characteristics of Ukrainian entrepreneurs entering the Polish market were identified: 1. Self-confidence; 2. Non-perception/misunderstanding of mental and cultural features on the Polish market; 3. "Allergy" to paying taxes; 4. Unwillingness to pay for consultations; 5. Unpreparedness for business analysis; 6. Unpreparedness for bureaucratization of processes; 7. Lack of a strategic vision of development; 8. Speed of doing business; 9. Orientation not on the client's needs, but on one's own experience or product; 10. The desire to earn a lot at once; 11. Resistance to current rules. Attempts to implement the rules of the game as in Ukraine.

Also, the stages of launching new business projects in the Polish market were determined. The first stage – preparatory - often ignored by entrepreneurs and includes studying the market, understanding relevant legislation, and conducting business analytics. The second stage – entering the market – involves formalizing the business idea, business processes, and business model. The third stage – adaptation – can last anywhere from less than a year to up to five years, depending on factors such as the team's activity level, the business field, enterprise size, and the entrepreneur's previous experience. During this stage, the business model is reformatted, and the company aims to reach the break-even point. The fourth stage – refining – focuses on business processes and managing the business itself, with an emphasis on meeting and achieving established performance indicators. At this point, Ukrainian businesses do not differ significantly from their Polish counterparts.

The final key question addressed during the interviews was identifying the problems and needs that Ukrainian business projects face when entering the Polish market. As a result of the expert interview, a problem area was formed for Ukrainian business projects entering the Polish market:

- lack of business analytics for successfully starting and running a business;
- misunderstanding of internal market processes of the Polish market;
- problems with financing;
- lack of understanding of the legislation of Polish and European standards in general, peculiarities of taxation and accounting;
- low efficiency and quality of conducting business processes;
- mistrust of Ukrainian brands, the need to build a brand on the Polish market from "0";
- recruitment and work with personnel;
- language problems.

The recommendations include: conducting a thorough study of the local business climate, adapting business strategies to align with local market realities and actively seeking partnerships and support within the local business community.

Одержано 15.04.2024.