

BUSINESS MODEL DESIGN IN RELOCATION MANAGEMENT THROUGH QUALIMETRIC APPROACH

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Abstract. The purpose of the study is to explore the application of qualitative methods in evaluating business relocation management, particularly focusing on optimizing business models through a qualimetric approach. The methodology involves qualitative research methods such as interviews, surveys and case studies to collect and analyze data on various aspects of business relocation. The article highlights the complexities of business relocation, emphasizing the legal, economic, social, cultural and environmental impacts on business activities. The research identifies key challenges and risks associated with relocation, particularly in the context of Ukrainian businesses relocating during wartime. Research implications suggest the need for further theoretical and analytical exploration of business relocation challenges and the development of comprehensive methodologies to evaluate relocation effectiveness. It offers valuable insights for improving communication with stakeholders, enhancing employee relations, and addressing legal and environmental considerations in relocation decisions. The study contributes to the optimization of business models through a qualimetric approach to relocation management.

Keywords: business movement management, relocation and innovation support, business efficiency, qualitative research methods, sustainable business model.

JEL Classification: D24, C18, H84, M21, R58.

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1. Introduction

Business relocation is a rather complicated process, involving careful consideration of a measure of legal, economic, social, cultural and environmental impacts due to the relocation (Christersson & Culley, 2018). This is why the relocation decision significantly influences all key areas of business activity as a result of “a change of address of a firm from location A to location B” (Christersson & Rothe, 2012). In particular, there are transformations in production costs, market conditions, labor availability and financial considerations. Big size companies, adopting their relocation decision, are taking into account such factors as availability of human resources and raw materials, normative background and legislation, infrastructure

changes, potential for development of innovation and incentives granted by local authorities (Catalin & Oana, 2019). Despite the fact that small and medium business is mainly deeply connected with the region of its origin, there is a measure of successful cases of small and medium business relocation. At the same time, they are facing numerous challenges connected with economic and cultural differences of both customers and suppliers as a result of relocation (The Guardians, 2014). Generally, business relocation impacts both economic conditions and social well-being through relocation stress levels increase, especially in tax-legal and financial aspects. This causes the need to elaborate the appropriate methodology for proper evaluation of key challenges, concerning business relocation (Juergen Pretsch et al., 2022).

According to the Unified State Register, in 2024 more than 11 000 Ukrainian businesses changed the region of their registration. The relocation level is 18% lower than in 2023 and 25% lower than at the beginning of 2022. In 2022, the regions closest to the front lines faced the most complicated business challenges and significant relocations (Lavreniuk et al., 2023). As of 2024, the regional structure of relocation is mainly connected with Kyiv (36% of all relocations), the Kyiv region, and the Dnipro region. The relocation dynamics and geographical structure are currently lower than at the beginning of the full-scale war. However, there are still a lot of relocated businesses due to the safety issues. In particular, the central part of relocated businesses in 2024 represented the wholesale trade entities (32.4%), which mainly were looking for safer and more logistically convenient regions to do business (Visit Ukraine, 2025). The director of building company that was relocated from Donetsk region to Vinnytsia pointed out that “russia left them no choice but to pack up and move almost all of their business to another region” (Shotam, 2022).

The interviews of Ukrainian relocated businesses as of 2022 provided insights into the complexity of business relocation during the full-scale war, concerning the lack of possibility to prepare in the appropriate way due to the emergency of relocation. This causes the growing importance of adaptive crisis management capabilities and leadership skills to support relocated business resilience (Opatska et al., 2024). De Waal et al. (2025) explored the phenomenon of organizational resilience within the context of war, paying attention to the complexity of resilience. The model of business resilience after relocation is defined as a complex of a wide range of aspects of adaptability, resourcefulness and innovation (de Waal et al., 2025). According to the European Bank of Reconstruction (EBRD) research, small businesses in Ukraine pay attention to demand, cost level and labour productivity as part of their relocation process (European Bank for Reconstruction and Development [EBRD], 2024). There is a possibility to define a wide range of factors that may influence the relocation process and the resilience of relocated Ukrainian businesses. This is why there is a need to design possible business models in relocation management.

The current research aims to develop a perspective to designing business models for relocation management based on qualimetric approach with a focus on relocated business during the full-scale war in Ukraine. Such a perspective contains general testing of relocation stages, key components of business motivation for relocation, regional preferences, relocation impact, and recovery planning. The use of qualimetric approach aims to include both economic and social factors of relocation, enhancing relocated business resilience.

The research questions focus on the following aspects:

1. What are the primary motivations at each stage of business relocation during the full-scale war in Ukraine?

2. What are the leading performance indicators for relocated businesses? How does relocation impact them?
3. Which factors affect the success of business relocation in Ukraine?
4. Are there opportunities for business recovery planning in the host region?
5. How can qualimetric approach be applied to optimize business models for relocation management?

The research has the following structure:

1. An introduction that represents arguments on the timeliness of current research, the aim of our research, and key research questions.
2. The literature review contains two parts. The first part provides the existing framework on the issue of relocation management and appropriate business models building. The second part consists of qualimetric methodology research, grouped within several approaches.
3. The methodology section primarily describes the methodological framework of the survey conducted within the project “Displaced business in the revitalization of regional ecosystems”. Secondly, the section represents qualimetric approach and its adaptability in business relocation management.
4. The results section describes tentative steps of qualimetric approach to optimizing business models in relocation management to answer research questions.
5. Discussion contains compartment of our research results and approach with previous studies on the issue.
6. Conclusions represent the final step of our research.

2. Literature review

Some available relocation management research is based on economic criteria and financial indicators. For example, EBRD experts mainly pay attention to the level of demand and cost (EBRD, 2024). Yakymova (2024) paid attention to the production capacity at the place of relocation and logistic capability among the main aspects of relocation management. Rozghon et al. (2025) analyzed relocation management from economic and legal points of view. The authors considered business activities in terms of innovative growth rates, dynamic capabilities in management and cooperation (Rozghon et al., 2025). De Waal et al. (2025) investigated business resilience as an important indicator of relocation success. The authors represented a broader definition of resilience: resource availability, organizational adaptability and innovative capacity (de Waal et al., 2025). Opatska et al. (2024) considered the issue of relocation management by analyzing adaptive crisis management capabilities and leadership skills. According to InVenture, an investment advisory platform, the leading indicators of business success in the relocation process are connected with their ability to cover relocation costs. InVenture ex-

perts consider the following key factors of business resilience in the process and of relocation and after it: the accuracy of risk assessment, the access to resources and stability of the region of relocation, logistics issues, local regulations, taxes, and licensing requirements, availability of sufficient funding, efficiency of customer communication and employee support (InVenture, 2025). Despite the availability of research on business relocation and its management, there are some gaps. Firstly, economic and financial indicators are insufficient for building an effective model of business relocation. Secondly, many studies consider the effect of business relocation through long-term strategies. However, there is less attention to the forced nature of business relocation in Ukraine, its short-term drivers and effects. Finally, despite some research highlighting resilience and adaptability as parts of business model design in relocation management, there is still a lack of a general approach that will consider economic factors along with social and ecological ones. There is a practical need to provide business model design in relocation management with application of diverse criteria that may be possible with the use of qualimetric approach.

Qualimetrics, a multidisciplinary field integrating qualitative and quantitative methods, has gained prominence across various domains due to its versatile applications. Qualimetric assessment, rooted in integrating qualitative and quantitative methods, has emerged as a valuable tool in various business domains. This review synthesizes insights from scholarly sources to elucidate the role of qualimetrics in enhancing business performance and decision-making processes.

Risk management, safety and security. Trishch et al. (2021) elucidate the qualimetric method of assessing risks associated with low-quality products, shedding light on its efficacy in enhancing product quality control and risk management practices. Through qualimetric analysis, they advocate for a proactive approach to mitigating quality-related risks and enhancing consumer satisfaction. Tkachenko et al. (2020) describe the role of qualimetrics in ensuring product quality and safety standards. Their study underscores the importance of qualimetric analysis in the food industry, particularly in enhancing food products' nutritional value and sensory attributes. Brovko et al. (2018) discuss the role of qualimetric assessment in calculating the survivability level of mine surface objects, elucidating its relevance in ensuring occupational safety and risk mitigation in mining operations. Their research underscores the applicability of qualimetrics in assessing and mitigating hazards associated with mining activities.

Ostapets (2019) examines the utilization of qualimetric measurement theory methods for evaluating the preparedness of armed forces, highlighting their applicability in assessing organizational capabilities and readiness levels. By leveraging qualimetric methodologies, armed forces can optimize resource allocation and enhance strategic planning efforts to address security challenges effectively. Peresyphkin (2016) focuses on evaluating the processes that ensure the economic security of business entities through

qualimetric methods. This study underscores the significance of qualimetrics in identifying vulnerabilities, assessing risk levels, and implementing proactive measures to safeguard organizational interests and resilience.

Organizational management and innovation. Savall et al. (2012) explore the potential contributions of qualimetrics intervention-research methodology to action research. Their study emphasizes the utility of qualimetrics in generating actionable insights and fostering collaborative problem-solving processes, thereby enhancing organizational effectiveness. Dolzhanskiy et al. (2021) explore the personnel qualimetric assessment of consumer information centers within insurance organizations. By employing qualimetrics, they provide insights into evaluating employee performance, enhancing service quality, and fostering customer satisfaction, thus bolstering the competitiveness of insurance enterprises. Adamenko (2014) and Adamenko et al. (2021) examine the qualimetric assessment of enterprise personnel's innovative potential and its implications for management practices. Their research underscores the role of qualimetrics in identifying and nurturing talent, fostering a culture of innovation, and driving organizational growth and competitiveness. Trisch et al. (2016) put their focus on the development of qualimetric approaches to quality management systems at enterprises, aligning with international standards such as the ISO 9000 series. Their research highlights the role of qualimetrics in ensuring compliance, enhancing process efficiency, and driving continuous improvement initiatives in quality management.

Quality control along with sustainability issues. Ginevičius et al. (2022) evaluate the condition of social processes based on qualimetric methods, focusing on the COVID-19 pandemic. Their research underscores the applicability of qualimetrics in assessing complex social phenomena, facilitating evidence-based policymaking and crisis management efforts. Cieślak et al. (2014) underscore the application of qualimetric methods in evaluating urbanized space quality for local real property market analyses. By employing qualimetrics, they offer a nuanced understanding of spatial dynamics, thereby facilitating informed decision-making in real estate management. Hrinchenko et al. (2023) delve into qualimetric approaches for assessing sustainable development indicators, highlighting the pivotal role of qualimetrics in promoting holistic and integrated sustainability assessments. Their research underscores the importance of employing qualimetrics to gauge the multifaceted dimensions of sustainable development, thus guiding policy formulation and strategic planning initiatives. Trishch et al. (2021) delve into the qualimetric method of assessing risks associated with low-quality products, emphasizing its relevance in quality management and consumer protection efforts. Through qualimetric analysis, they advocate for robust quality control measures to mitigate risks and uphold product standards, safeguarding consumer interests. Topchiyiv et al. (2023) propose a methodological scheme for the qualimetric assessment of recreational clusters, aiming to optimize resource allocation and enhance the sustainability of tourism

destinations. Their study underscores the importance of qualimetrics in evaluating the diverse dimensions of recreational clusters, including infrastructure, amenities, and environmental sustainability. The qualimetric approach applies in risk management, organizational innovation and quality control. However, the qualimetric assessment mainly focuses on single product or process quality. There is a research gap in its applicability for complex business model design and decision-making. These studies underscore the multifaceted applications of qualimetric assessment in business contexts, ranging from personnel management and quality control to strategic planning and risk mitigation. By leveraging qualimetric methodologies, businesses can gain valuable insights, optimize decision-making processes, and enhance performance and competitiveness in dynamic market environments.

3. Research methodology

The research methodology section consists of two parts. The first part describes the framework of our survey methodology. The survey was conducted in the “Displaced business in revitalizing regional ecosystems” project. The survey provides empirical data from interviews with representatives of relocated businesses. This creates the empirical framework for further identifying motivation at each stage of business relocation, performance indicators for relocated businesses, challenges, and relocation opportunities. The second part of the research methodology section represents the key features of the qualimetric approach and the advantages of its application to business relocation management.

3.1. Displaced business in the revitalization of regional ecosystems: survey and methodology description

The research was conducted within the project “Displaced business in the revitalization of regional ecosystems”. Target audience contains representatives of displaced businesses. Research methodology description is provided in Table 1.

The survey was conducted between May and October 2023. The link to the survey was posted on various information resources/platforms and sent to the emails of representatives of relocated businesses. The sociological information received reflects general trends in understanding

the problems faced by displaced businesses, how they can be solved, and how to help displaced businesses strengthen the regions of Ukraine. The methodological basis for obtaining information was an expert survey. Based on the peculiarities of forming the sample population when using the CAWI method (when each potential respondent decided whether or not to join the survey), the sample population was formed a posteriori. Thus, the sample consisted of 58 experts who represented the general population on the basis of awareness and availability of relevant knowledge on displaced business issues, which ensures the validity of the results. This feature (the very fact of “responding/not responding” to the questionnaire) was used as a certain marker to determine the relevance of the research topic for key stakeholders: the importance that potential respondents attach to the proposed research, interest in the survey topic, social activity of the respondent, his/her willingness to express his/her opinion, and willingness to spend some time filling out the questionnaire. Statistical processing of the empirical data was carried out using the Statistical Package for the Social Sciences software package with correlation analysis.

The research is represented by the following social and demographic profile of respondents: 46.6% of men and 53.4% of women (gender balance); micro and small enterprises (1 to 50 employees) – 69%, medium-sized enterprises (51 to 250 employees) – 22.4%, large enterprises (more than 251 employees) – 8.6% (the size of enterprise). During the processing and interpretation of the collected data, some methodological limitations were taken into account. In particular, the attention was paid to the effects of “social desirability” and “attribution asymmetry” (giving answers that are generally accepted in a certain community or society). Such “increased criticality” could be present when our experts characterized the attitude towards various organizations in the host region. The indicated research indicators are projective and predictive in nature, therefore they provide descriptive trend information.

3.2. Qualimetric approach

The primary framework of qualimetric methodology is based on resource approach. Assessment of the quality of business relocation management based on the resource approach is relevant in the context of changing market conditions and the company's internal capabilities. The resource approach allows you to determine what resources

Table 1. Research methodology description (source: Kyiv National Economic University named after Vadym Hetman, 2024)

Indicator	Quantitative research	Qualitative research
Duration	from May to October 2023	
Method	expert survey using the CAWI method with the use of the Google forms survey tool	focus group interviews (2 groups)
Number of respondents	58	18 in-depth interviews
Target audience	representatives of displaced businesses	
Processing of the general information base method	desk research using the strategic potential of media monitoring	

(human, financial, material, and innovative, etc.) are necessary for a successful relocation and how they can be optimized to achieve the company's strategic goals. The relevance of this approach lies in the fact that business relocation is a complex process that requires careful analysis and planning (Tepluk et al., 2024). Using a resource approach allows companies to effectively use available resources, identify possible risks and ways to avoid them, as well as provide staff support and change management in the organization. The generalized criterion for evaluating enterprise relocation (W_i) contain: material resources (MR_{1-n}), financial resources (FR_{1-n}), client resources (CR_{1-n}), structural resources (OR_{1-n}), human resources (HR_{1-n}), technological resources (TR_{1-n}), management resources (AR_{1-n}). Material resources may be represented by provision of material resources, capacity of production facilities, depreciation of fixed assets, level of warehouse stocks. Financial resources are estimated with indicators of use of own funds, raised and borrowed funds. Supplier and customer relations along with reputation are client resources. Flexibility of the organizational system, organizational culture and climate, logistics management are structural resources. Human resources are estimated with the indicators of labor productivity, competencies, adaptability, motivation and interpersonal contacts. Technological resources consist of innovative activity, information system, target assets, technologies and level of their protection. Management resources are represented by the combination of top managers' experience, administrative system, leadership and managerial innovations (Fomenko, 2024).

The proposed method of multi-criteria analysis and the system of generalized criteria for evaluating the qualitative performance of the relocated enterprise takes into account the author's work and suggestions. At the first stage of the assessment, it is necessary to identify the company's resources that are important for relocation. At the second stage, to determine the degree of importance of the parameters, it is necessary to perform a matrix analysis. In the context of qualitative analysis, the scoring method is used, and the relative importance of the criterion is determined by comparing scores. But, this technique is somewhat simplified and is aimed at identifying only the best factor.

Therefore, to obtain a more weighted assessment, we will use the algorithm of T. Saati hierarchies, the idea of which is a pairwise comparison (Table 2).

The matrix is described by the element a_{ij} – this is the importance of the factor of the i -th row and j -th column, which is determined by an expert from the point of view of the importance of the element for the effective relocation of the enterprise. It should be noted that the "degree of importance" is a relative value that shows the degree of achievement of a strategic goal. The weight of the influence is determined by calculating the vector (W_i) taking into account the opinions of each expert (E) (Fomenko, 2024):

$$W_i = (WMR; WFR; WCR; WOR; WHR; WTR; WAR), \quad (1)$$

where: WMR – components of the vector according to the material resources parameter; WFR – components of the vector according to the financial resources parameter; WCR – components of the vector according to the consumer resources parameter; WOR – components of the vector according to the structural resources parameter; WHR – components of the vector on the human resources parameter; WTR – components of the vector according to the technological resources parameter; WAR – vector components according to the management resources parameter.

Therefore, assessing the quality of business relocation based on the resource approach is important for a business that plans its relocation (Fomenko, 2024).

The current study aims to adopt qualimetric evolution, based on resource-based approach, to relocated business use. The survey results are integrated into research within the qualimetric framework, aiming to design a general Ukrainian business model of relocation management. Designing process considers the following aspects: 1) stage of business relocation (already relocated, in process, need relocation, etc.) that provides framework for further qualitative and quantitative analysis; 2) relocation motivation is qualitative indicator that describes the primary reasons of relocation; 3) impact measurement is represented by quantitative indicators, including production volume, sales and business profitability; 4) region for relocation choice; 5) business recovery planning. The above-mentioned aspects represent the assessment of financial resources, human resources, logistics and structural resources of relocated businesses. The chosen modification of qualimetric methodology allows for defining key business priorities at each relocation stage, understanding the regional context

Table 2. A formalized matrix of parameter weight priorities (source: Fomenko, 2024)

Factor	W_{MR}	W_{FR}	W_{CR}	W_{OR}	W_{HR}	W_{TR}	W_{AR}	WS
W_{MR}	$a_{11}=1$	a_{12}	a_{13}	a_{14}	a_{15}	a_{16}	a_{17}	WS_{MR}
W_{FR}	a_{21}	1	a_{23}	a_{24}	a_{25}	a_{26}	a_{27}	WS_{FR}
W_{CR}	a_{31}	a_{32}	1	a_{34}	a_{35}	a_{36}	a_{37}	WS_{CR}
W_{OR}	a_{41}	a_{42}	a_{43}	1	a_{45}	a_{46}	a_{47}	WS_{OR}
W_{HR}	a_{51}	a_{52}	a_{53}	a_{54}	1	a_{56}	a_{57}	WS_{HR}
W_{TR}	a_{61}	a_{62}	a_{63}	a_{64}	a_{65}	1	a_{67}	WS_{TR}
W_{AR}	a_{71}	a_{72}	a_{73}	a_{74}	a_{75}	a_{76}	1	WS_{AR}
WC	WC_{MR}	WC_{FR}	WC_{CR}	WC_{OR}	WC_{HR}	WC_{TR}	WC_{AR}	100

of Ukrainian business relocation, and providing a multi-criteria assessment of relocated business adaptability and further recovery potential. This ensures business resilience from a short-term perspective and long-term competitiveness in new environments.

4. Results

The result section is divided into four subsections. The first subsection represents the tentative steps of qualimetric approach to optimizing business models in relocation management. This subsection provides the general overview of the further steps of research, applying qualimetric approach to optimize business models for relocation management. The second subsection describes the primary motivations at each stage of business relocation during the full-scale war in Ukraine. The third subsection represents the changes in leading performance indicators after business relocation and factors that affect the success of business relocation in Ukraine. The final subsection shows key opportunities for business recovery planning in the host region.

4.1. Qualimetric approach to optimizing business models in relocation management: tentative steps

The use of above-mentioned survey results help to develop data-driven business model for managing relocation and improving its efficiency. The steps that may be used for such model elaboration are the following ones:

- assessment of stage of relocation;

- analysis of motivation (detailed analysis of main reasons for relocation);
- impact measurement (identification of relocation impact);
- preferences for relocation region choice and factors that affect such relocation;
- relocated business recovery planning.

The roadmap for optimizing business models in relocation management in accordance with qualimetric approach is represented below (Figure 1).

The roadmap describes the main general stages that may be used for designing a business model of relocation management. The first stage includes the assessment of the relocation stage. This provides an overview of possible barriers and priorities at each stage, creating a background for further analysis of motivation at each stage of relocation. The qualimetric approach allows defining a measure of factors that help align relocation strategies with the main relocated business goals. The qualitative analysis defines key performance indicators (KPIs) that may be estimated before and after business relocation. This shows the influence of relocation on business efficiency. The following analysis of preferences for relocation region choice compares factors influencing the decision-making of relocated businesses in different regions. The final stages of the roadmap contain insights on relocated business recovery planning through the integration of survey results and possible business adaptation strategies. The qualimetric approach represents relocation management as a data-driven decision-making process to design an adaptable, resilient and innovative business model. Thus, the proposed roadmap is a toolkit for optimizing the business relocation process.

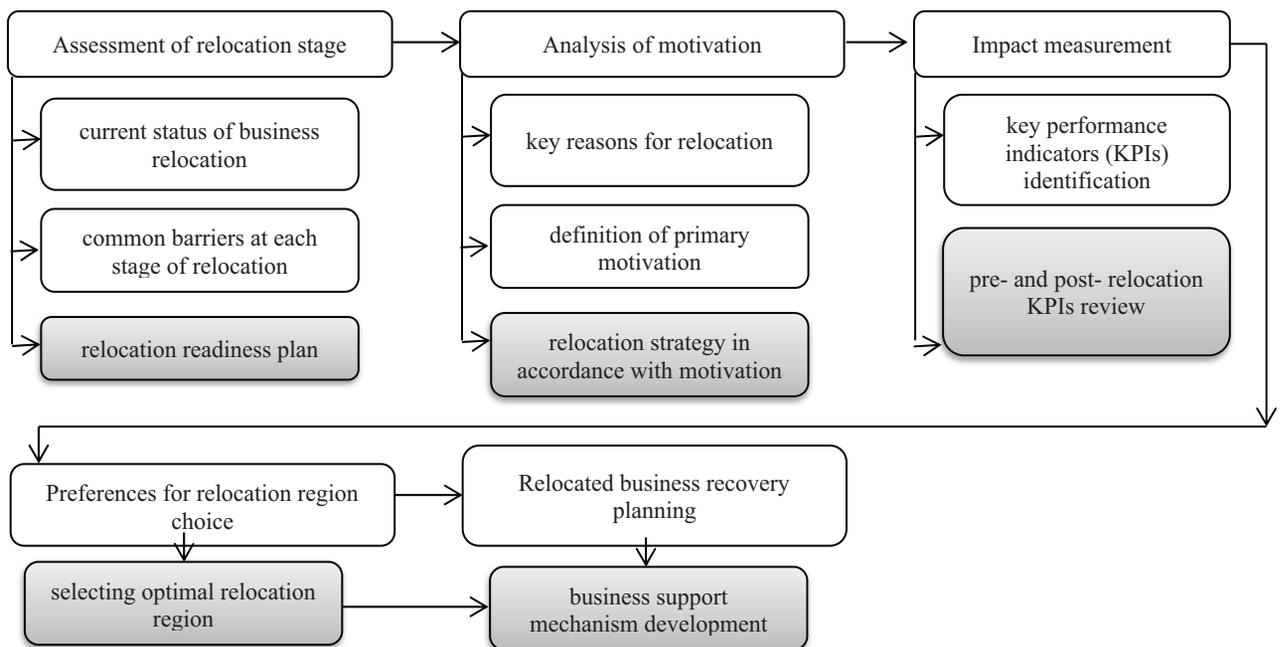


Figure 1. Roadmap to optimize business models for relocation management through qualimetric approach (source: compared within the project “Displaced business in the revitalization of regional ecosystems”, Kyiv National Economic University named after Vadym Hetman, 2024)

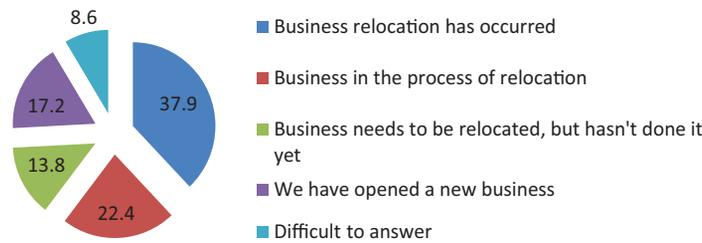


Figure 2. Assessment of stages of relocation, % (source: Kyiv National Economic University named after Vadym Hetman, 2024)

4.2. Motivation at each stage of business relocation

The choice of business model for managing relocation primarily depends on the current stage of relocation (Figure 2).

In accordance with the survey, the main part of respondents has already relocated their business (37.9%), 22.4% are in the process of relocation, 13.8% of respondents need to be relocated, hasn't done it yet. The different stages of relocation mean different challenges, faced by relocation process. This includes different logistic, financial and regulatory challenges that business faces at different stages of relocation. For example, according to our survey, there are following motives that caused relocation at each stage:

- the primarily driver for relocation at the stage, when "business relocation has occurred" is security. Business and job preservation, along with facilities distraction play also an important role at this stage. "Kramatorsk is very close to the front line." "Running business in Kherson became life-threatening." "Complete destruction of production due to occupation." The main motive is physical survival of business activity.
- security remains an important factor for business in the process of relocation. At the same time, business preservation and better business conditions are also among the important drivers. "To preserve the business." "To preserve jobs." "Cheaper raw materials / lower operating costs." Thus, security remains important, but operational activity also creates motivation for relocation.
- the group, when "business needs to be relocated, but hasn't done it yet", recognize market access and cost-efficiency as equally important as safety. "Safety of employees' lives." "We concern infrastructure development in the region of relocation." "Relocation solves logistical problems." Thus, the motivation combines short-term goals with long-term opportunities.
- some respondents have already opened a new business in host region. The survey shows that economic aspects are among the main motives for relocation. "Because I will have orders/clients in other regions, relocation solves logistics problems, cheaper raw materials/lower costs." "Changing of business direction also requires relocation."

- some respondents have difficulties in answering about the stage of their relocation. They mainly paid attention to the safety as motivation for relocation. The relocation was mostly the urgent process without any planning.

Mentioned motivation provides basic background for relocation readiness plans and relocation strategy building, paying attention to possible readiness actions.

Overall, Ukrainian relocated business mentioned on the following main reasons for its relocation (Table 3).

Table 3. Three main reasons (source: Kyiv National Economic University named after Vadym Hetman, 2024)

Reasons	Answers, %
To save the business	74.1
I will have orders/customers in other territories	29.3
Relocation of business solves logistical problems	32.8
To save work places	43.1
More favourable cost of raw materials / lower labour costs	–
Better business conditions	36.2
Relocation of business is easier now than in peacetime	6.9
Business re-profiling also requires relocation	5.2

The sum exceeds 100% because the respondent was able to select multiple answers.

The primary reason for relocation is business saving (74.1%). Another top reason is saving work places (43.1%). Better business conditions (36.2%), possibility to solve logistical problems (32.8%) and possibility to have / customers in other territories (29.3%) are also among important reasons for relocation. Then, primary motivation may be integrated into relocation strategies, helping to achieve business goal. For example, in case of top motivation of business and work places saving, the business strategy is based on risk identification in both locations and their compartment along with planning. Supply chain optimization and enhancement operational efficiency are priorities within business strategy in case of considering logistic as the main reason for relocation.

4.3. Impact measurement and preferences for relocation region choice

In the course of research, it was characterized how the performance indicators of the relocated enterprise changed after the relocation (Table 4).

Table 4. Distribution of respondents' answers to questions: "Describe how the performance indicators of your company changed after the relocation:?" (%) (source: Kyiv National Economic University named after Vadym Hetman, 2024)

Indicators	The indicator has increased	The indicator has not changed	The indicator decreased	There is no indicator
Volume of production/provided services	51.7	6.9	29.3	12.1
Sales volume	44.8	17.2	22.4	15.5
Number of customers	48.3	19.0	22.4	10.3
Volume of products in stock	32.8	24.1	20.7	22.4
Assortment of products/services	31.0	39.7	12.1	17.2
Profitability	43.1	22.4	22.4	12.1
Cost	46.6	24.1	15.5	13.8
Payables	24.1	36.2	10.3	29.3
Receivables	20.7	39.7	10.3	29.3
Volumes of investments in your business development projects	39.7	22.4	6.9	31.0

After the relocation of the enterprise, depending on the region to which the business was transferred, various changes in activity indicators were observed.

In the Ivano-Frankivsk region, most indicators increased: the volume of production/services provided (50.0%), the volume of sales (50.0%), the number of customers (50.0%), the volume of products in the warehouse (40.0%), range of products/services (30.0%), profitability (40.0%), cost price (60.0%), accounts payable (50.0%), accounts receivable (20.0%), investment volumes in development projects business (60.0%).

In the Kyiv region, there was also an increase in most indicators: the volume of production/services provided (55.6%), the volume of sales (44.4%), the number of customers (55.6%), the volume of products in the warehouse (22.2%), range of products/services (11.1%), profitability (44.4%), cost price (44.4%), accounts payable (11.1%), accounts receivable (22.2%), investment volumes in development projects business (55.6%).

In the Lviv region, the indicators also increased: the volume of production/services provided (60.0%), the volume of sales (50.0%), the number of customers (70.0%), the volume of products in the warehouse (40.0%), the range of products /services (40.0%), profitability (60.0%), cost price (60.0%), payables (50.0%), receivables (30.0%), investment volumes in business development projects (40.0%).

In general, it is possible to note the positive impact of relocation on business activity in all three areas, which indicates the expediency and effectiveness of this step for the enterprise.

After analysing the respondents' answers regarding the changes in the company's activity indicators after the relocation, the following conclusions can be drawn:

- General positive trend: In all three regions (Ivano-Frankivsk, Kyiv, Lviv) there is a positive impact of relocation on business. Most indicators such as volume of production/services provided, sales volume, number of customers, profitability and others increased or remained at the same level.
- Diversity of results: Despite the overall positive trend, there is a diversity of results in each area. For exam-

ple, the largest increase in indicators was observed in the Lviv region, while the indicators were less pronounced in the Kyiv region.

- Importance of choosing an area for relocation: Choosing an area for relocation is of great importance for the enterprise. Differences in conditions and market opportunities may significantly affect post-relocation performance.

Need for further research: The results of this study indicate the need for further research in the field of enterprise relocation. Research can help in understanding the factors that affect the success of relocation and developing strategies to optimize this process.

As a result of the analysis of respondents' answers regarding changes in the company's activity indicators after relocation, it can be concluded that relocation has a positive effect on business indicators in all three regions (Ivano-Frankivsk, Kyiv, Lviv). Most indicators such as volume of production/services provided, sales volume, number of customers, profitability and others increased or remained at the same level.

However, there is a diversity of results in each area, highlighting the importance of choosing a relocation site to achieve positive outcomes. These results emphasize the need for further research in the field of enterprise relocation to develop effective strategies and optimize this process. After analysing the responses of the respondents regarding the influence of various factors on the work of the enterprise after relocation, the following debatable propositions can be made:

- Importance of loss of suppliers: The loss of suppliers turned out to be an important factor affecting the operation of the enterprise after relocation, especially in the Ivano-Frankivsk region, where this factor was rated the highest.
- Problems with sales of products/services and exports: These problems also significantly affected the work of enterprises after relocation, especially in Lviv and Kyiv regions.
- Skilled labor issue: Lack of skilled labor was a prominent factor affecting business performance in all three regions.

- The Importance of Other Business Approaches and Cultural Differences: In several areas, other business approaches and cultural differences were also important factors influencing the performance of enterprises.
- Infrastructure problems and high energy costs: These problems turned out to be important for enterprises in Lviv and Kyiv regions.

Therefore, the results of the study emphasize the importance of taking into account various factors when planning and carrying out the relocation of enterprises, as well as the need to develop strategies for effective management of this process.

4.4. Relocated business recovery planning

The final stage considers recovery timeframe that means the current recovery status and further expectations, helping future planning of necessary steps and resources (Table 5).

Table 5. Distribution of respondents' answers to questions: "Identify opportunities to fully recover your business activities in the host region?" (%) (source: project report "Displaced business in the revitalization of regional ecosystems", Kyiv National Economic University named after Vadym Hetman, 2024)

Recovery possibilities and planning	Answer
Business was fully restored	27.6
Full recovery of business activities is possible within a year	43.1
It may take more than a year to fully recover business operations	20.7
The business will not be able to completely recover in the conditions of relocation	8.6

The dependence of recovery on working capital and qualified personnel to be found and trained at new place, leasing premises, working with new clients and attracting investors, qualified personnel, interest-free business lending, investments and tax benefits need are considered among the main challenges during the process of relocation. Generally, recovery timeframes, mechanism of resource allocation and support depend on the current stage of recovery possibilities and planning,

Business recovery planning opportunities often depend on host regions, particularly their distance from the front line:

- western regions (Volyn, Zakarpattia, Ivano-Frankivsk, Lviv, Ternopil, Chmelnytskyj and Chernivtsi oblasts in our survey) may offer for relocated businesses a short-term recovery perspective (about 80% of respondents either have already restored their business or find full business recovery possible within a year), negative responses are likely to be caused by sector-related challenges;
- central regions (Vinnytsia, Zhytomyr, and Kyiv oblasts in our survey) are represented by 37.5% of business-

es that were fully restored, but nearly one in five businesses see no possibility of full recovery. The regional infrastructure provides opportunities for business recovery. Then, businesses that see no possibility of full-recovery may consider these regions as places for new business opening;

- eastern regions (Dnipro, Zaporizhia and Charkiv oblast in our survey) are oriented mainly on long-term recovery.

Thus, the business recovery planning depends on the distance of the region to the front line. The regions that are closest to the front line have almost no relocated businesses with short-term recovery plans.

Overall, the result section represents the general overview of motivation, performance indicators and recovery opportunities of relocated business in Ukraine, taking into account the stage of relocation and the region of relocation context and applying a qualimetric framework. The following Discussion section represents these findings in a broader context, showing the research gaps of existing literature that our research may cover.

5. Discussion

Previous research focused on the role of financial and economic criteria in decision-making during relocation. For example, previous researches (EBRD, 2024; Yakymova, 2024; Rozghon et al., 2025) highlight the role of production, logistics, and cost level that is generally reasonable. The full-scale war in Ukraine creates a number of additional challenges for businesses. The relocation management should consider the forced nature of business relocation. Our study demonstrates the complexity of business relocation model, combining economic, social and security factors through analysis of motivation at each stage of relocation.

Previous research examined relocation as a long-term choice (Catalin & Oana, 2019; InVenture, 2025). An emergency often drives business relocation during a full-scale war in Ukraine. Our research provides evidence on both short-term and long-term efficiency recovery, considering the necessity to elaborate flexible relocation strategies. Opatska et al. (2024) and de Waal et al. (2025) highlight the role of resilience and adaptability in relocation management. The current research supports this approach, considering stages of relocation and the regional market environment.

The qualimetric approach is often applied to quality control or risk management (Trishch et al., 2021; Ginevičius et al., 2022). We use qualimetric framework to offer a structured roadmap for relocation management, evaluating motivations, performance indicators and recovery planning.

Previous research often examines the opportunities for business recovery planning at the state level, but there are a lot of differences in relocated business adaptation at the regional level. Our research considers the regional context

(distance from the front line) as one of the decisive factors for relocation strategy building.

The results of current research may be used both in academia and by relocated businesses in the process of relocation strategies creation. The main practical limitations are connected with differences in business model design for relocated businesses from different sectors and regions. Future researches should examine sectoral business model design in relocation management through a qualimetric approach.

6. Conclusions

In conclusion, our study explores a perspective on designing business models for relocation management based on a qualimetric approach focusing on relocated businesses during the full-scale war in Ukraine. Four diverse aspects and factors influencing business relocation management during the full-scale war in Ukraine are considered based on qualitative and quantitative analysis of interviews of 58 representatives of relocated businesses. The motivation analysis shows that security is the main reason for businesses that have already conducted their relocation (they were relocated at the beginning of the full-scale war). However, as of the second half of 2023, businesses in the process of relocation already demonstrated the increasing role of business preservation and better business conditions. This highlights the need to elaborate flexible relocation strategies that help achieve short-term goals (security) and long-term objectives (business development).

The general positive trend in performance indicators for relocated businesses indicates the increasing role of the business environment and business support programs in host regions. However, there are some variations across different regions. Then, business models for relocation management should be designed per regional context.

Despite the main security challenges during the full-scale war, the relocated business also faces loss of suppliers and high-skilled labor, logistic and facilities challenges, etc. These challenges both depend on the stage and host region of the relocation. This is why operational adaptation and long-term support mechanisms in the host region are crucial.

Current research identified opportunities for business recovery planning, considering the distance of the host region from the front line. The businesses relocated to the closest to the front line oblasts are considering the long-term recovery. Relocated businesses to the central oblasts have better infrastructure to build new businesses. "Fast business recovery" seems more possible for businesses relocated to the western oblasts. Then, primary recovery policies and strategies should be oriented to the host region.

The research highlights the use of qualimetric approach for structuring relocation management. This approach enables the integration of relocated business motivation, performance indicators, factors that affect the success of business relocation, and recovery perspectives into

the adaptable roadmap of business modeling. Thus, such qualimetric framework provides relocative business with practical toolkit to achieve resilience and competitiveness.

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