Foundation for Support of Reforms in Ukraine

MINISTRY OF ECONOMY OF UKRAINE

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Recommendations

TO MINIMIZE THE POTENTIAL NEGATIVE IMPACT OF MEASURES ON UKRAINIAN EXPORTERS AND STRENGTHEN THEIR POSITIONS IN TARGET MARKETS

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- Recommendations are based on the results of the study “The Assessment of Response Measures, Expectations, and Behavioural Strategies of Key Importers of Ukrainian Products in the Top 10 Importing Countries under Conditions of War in Ukraine.”
- The study was conducted in March–May 2025 and draws on both the analysis of open information sources and the results of in-depth interviews carried out by IER with representatives of Ukrainian embassies, business associations, chambers of commerce, and companies in the studied countries
- The recommendations concern the actions of the government, business associations, and Ukrainian enterprises.

RECOMMENDATIONS FOR THE GOVERNMENT

- Strengthen the institutional capacity of the Office for Entrepreneurship and Export Development, the Export Credit Agency, and the economic sections of embassies. In particular, to enhance their ability to represent and defend the interests of Ukrainian exporters in key partner countries.
- Improve coordination among relevant state institutions and agencies by clarifying their functions and mandates in support of Ukrainian businesses' foreign economic activities
- Enhance the information activities of the relevant bodies. Together with Ukrainian business associations, carry out regular information campaigns to counter disinformation about Ukraine's role and position in partner markets, the quality of Ukrainian products, etc., and conduct ongoing outreach on the added value of Ukraine's EU membership
- Facilitate the participation of Ukrainian businesses in trade fairs, trade missions, and European business platforms, networks, and associations.
- Strengthen ties with business associations to promote and protect the interests of Ukrainian goods producers and service providers in international markets, in particular by resolving disputes and establishing business contacts with end-users of Ukrainian products and services.

RECOMMENDATIONS FOR BUSINESS ASSOCIATIONS

- Focus on establishing genuine personal contacts—not merely formal ones—with business associations and chambers of commerce, and on maintaining these relationships to work effectively in partner markets, ensure knowledge and understanding of Ukrainian businesses in those markets, and counter disinformation and negative stereotypes.
- Actively facilitate the participation of Ukrainian exporters of goods and services in trade fairs and other informational events, involving not only local end-users but also entrepreneurs operating in other EU member states and beyond.
- Develop a network of representations in key countries to act as active agents promoting the interests of their members.
- Conduct regular information campaigns to counter the spread of disinformation regarding Ukraine's role and position in partner markets, the quality of Ukrainian products, and related issues.
- Regularly inform association members about current changes to relevant regulations and rules, as well as market developments and trends, and support their involvement in discussions of proposed regulatory changes and the national trade regime.

RECOMMENDATIONS FOR BUSINESS (1/3)

- Take an active role in trade shows and informational presentation events in importer countries, seeking the most creative methods to showcase your goods and services to compete successfully for the attention of potential customers.
- Join local entrepreneurial associations or national chapters of international business organisations (e.g., AmCham) to advance and protect your economic interests.
- Continuously work on enhancing your corporate reputation since, in times of high transparency, information about current and potential partners can be found relatively easily and quickly.
- Prioritise transparency, openness, and corporate social responsibility as key elements of market entry. Companies that openly declare their stance on these aspects appear mature and reliable to potential partners, inspire greater trust, face lower conflict risks, and secure better initial terms when entering new markets, especially in sectors oriented toward international collaboration, such as IT, agribusiness, logistics, and financial services.
- When deciding to enter foreign markets, pay attention not only to regulations but also to the local language, business culture, and other nuances. An alternative is to engage a local representative who understands the market

RECOMMENDATIONS FOR BUSINESS (2/3)

- When deciding to enter a specific national market, consider that within the EU, trade policy is regulated at the EU level, but the mode of entry depends on various factors. Under such conditions, it may be advisable to register a branch or a separate company in one EU country to operate in other EU markets or beyond.
- When planning entry into the EU market, note that an EU-registered company can access various national and pan-European business support programs, which can be a further incentive to incorporate in an EU country.
- When developing a foreign-market entry strategy, Ukrainian goods producers should recognise that building stable and effective relationships with foreign partners requires a series of sequential steps and sustained efforts to maintain those markets.
- Utilise diverse market-entry formats, including establishing representative offices, subsidiaries, joint ventures, or franchising.
- To succeed in the EU market and reduce logistics and customs risks, it is recommended to open warehousing facilities within the EU

RECOMMENDATIONS FOR BUSINESS (3/3)

- When selecting sales channels, carefully assess the potential for selling goods through marketplaces such as Amazon EU, eBay Europe, Bol.com, and by creating and promoting own e-commerce website with a European domain name, given the growing role and scale of Business-to-Business (B2B) e-commerce, whose volume already exceeds the Business-to-Consumer (B2C) market by fivefold.
- Utilise the full range of support infrastructure available for Ukrainian exports, including services from the Office for Entrepreneurship and Export Development, the Export Credit Agency, and the Chamber of Commerce and Industry

The event was organized by the Public Union “Foundation for Support of Reforms in Ukraine” within the framework of the project “Export Strategy of Ukraine in Times of War” with the assistance of the United Nations Development Program (UNDP) in Ukraine and financial support of the Government of Japan provided under the project “Transformational Recovery for Human Security in Ukraine” and within the project “TIPSTER: Trade, Intellectual Property Support and Technical Regulation“ project implemented by the FEU with the financial support of the German Government within the framework of the international cooperation project ReACT4UA (”Application and Implementation of the EU-Ukraine Association Agreement in the field of Trade"), implemented by the German federal company Deutsche GesellschaftfürInternationale Zusammenarbeit (GIZ) GmbH.

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