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FRANCHISING IN UKRAINE: ECONOMIC AND LEGAL ASPECTS OF ENTERPRISE SECURITY

Purpose. To identify the main threats to franchising development in Ukraine and to justify ways to improve its development in times of war.

Methodology. The article uses general scientific and special research methods, in particular: analysis and synthesis to study the peculiarities of franchising development in recent years; induction to formulate conclusions and recommendations for further development of franchising; grouping of the main results of the study; graphical method – to visualize the results of franchising analysis using figures and tables.

Findings. The peculiarities of the development of franchising of Ukrainian enterprises during the war are investigated and the legal acts regulating franchising in Ukraine are grouped. The main factors influencing the functioning of franchising in recent years in the context of war and economic crisis are identified, namely: war, level of competition, regulatory framework, tax policy, franchise innovation, popularity of the enterprise, level of branding, infrastructure, and enterprise development strategy. The author suggests ways to improve the development of franchising in Ukraine by improving the legal framework, educational and information support, government support, attracting foreign investment, developing digital technologies, adapting to market conditions, and stimulating innovation.

Originality. The article defines for the first time the principles and aspects of franchising and groups together the regulatory and legal acts governing franchising in Ukraine, as well as the factors influencing the level of development of franchising among Ukrainian enterprises in wartime conditions. The advantages of developing Ukrainian franchising outside Ukraine as an effective mechanism for attracting financial resources, increasing the profitability of Ukrainian enterprises and ensuring their economic security are proved.

Practical value. The results obtained in the course of the study can be used to develop an effective policy for the development of franchising of Ukrainian enterprises at the state level and abroad, as well as to develop measures to support franchising in Ukraine in times of war and military aggression.

Keywords: *franchising, franchise, enterprise, economic security, war, profit, franchise agreement*

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Introduction. Franchising in contemporary conditions is becoming an effective instrument for business development, facilitating the integration of enterprises into global economic processes. As one of the most successful models of partnership, franchising ensures the expansion of a company's market presence, the implementation of innovative solutions, and the mitigation of risks associated with entrepreneurial activity. In the context of Ukraine, this form of cooperation is gaining increasing significance, particularly amid intensifying competition and the need to ensure the economic security of enterprises.

The study of franchising as a component of enterprise economic security requires a detailed analysis of its economic and legal aspects. At present, insufficient attention is paid to issues concerning the formation of economic and governmental mechanisms supporting the development of domestic franchising, as well as the establishment of an effective regulatory framework governing franchising relations in Ukraine. Moreover, challenges exist in adapting international franchising experience to Ukrainian realities, which underscores the necessity of developing recommendations to improve the mechanisms of its operation within the national economy.

Franchising enables Ukrainian enterprises to optimize their resources by utilizing proven business models and provides access to innovations and technologies developed within the franchising framework. At the same time, the development of franchising relations in the national economy requires a systematic approach, taking into account the potential of this instrument, the challenges arising during its implementation, the state of the Ukrainian economy, the specific features of domestic enterprises, and their capacity for growth.

Literature review. The issue of franchising development in Ukraine has become particularly relevant in recent years, both domestically and globally, as an effec-

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tive and innovative tool for business expansion. A significant number of domestic and foreign scholars examine the concept of "franchising" through the lens of a business model aimed at enterprise (company) development as a brand and a marketing strategy to enhance market recognition, yet they do not define the factors influencing franchising development or its impact on profitability and enterprise economic security. At the same time, the dominant approach interprets franchising primarily as a form of business organization focused on brand development, activity standardization, and marketing recognition of the brand.

Works by Ukrainian researchers pay considerable attention to the historical aspects of franchising establishment in Ukraine, analysis of the structure of the national franchise market, and the ratio of domestic to foreign franchising networks. Such studies provide an understanding of the evolution of the franchising model within the Ukrainian economy, but they predominantly focus on market trends and do not emphasize the impact of franchising on financial stability and economic security of enterprises [1].

Another group of scholarly works considers franchising as an investment-attractive area of entrepreneurial activity, capable of ensuring financial resource mobilization, accelerating business development, and increasing enterprise value. Within this approach, the role of franchising in generating enterprise revenues, enhancing market capitalization, and expanding opportunities for business scaling is analyzed. However, in such studies, the security aspects of franchising relationships, as well as the risks and threats associated with the operation of franchising networks, are addressed fragmentarily or remain outside the scope of scientific analysis and legal examination [2–4].

Some publications are devoted to examining franchising as a model of collaboration with national and international companies, which enables the integration of Ukrainian business into global economic processes. These works emphasize the potential of Ukrainian enterprises as initiators of franchising agreements, capable of offering innovative business concepts and adapting them to international markets. Nevertheless, the adaptation of the franchising model to conditions of economic instability and the assurance of enterprise economic security remain insufficiently systematized in these studies [5].

From a financial-economic perspective, franchising is considered a component of enterprise financial activity, providing opportunities for income diversification, reducing initial risks for small businesses, and generating additional profits from franchisors. However, most of these studies focus on the financial advantages of franchising without evaluating its impact on security levels and risk minimization mechanisms [6, 7].

In foreign research, franchising is primarily analyzed as an instrument for enhancing enterprise competitiveness, improving management practices, and implementing innovative solutions. International studies focus on the effectiveness of franchising under stable economic conditions that ensure continuous development, refinement, and strategy creation [8]. At the same time, the functioning of franchising under conditions of military threats, economic instability, and increased enterprise risks is studied to a limited extent and requires further scientific investigation.

Purpose. The purpose of this study is to investigate the essence of franchising, its components, and the regulatory legal acts governing the specific features of franchising operations in Ukraine, as well as the factors influencing the development of franchising both within Ukraine and internationally which contribute to the profitability of domestic enterprises.

Research methodology. The methodology of the study is based on the comprehensive application of general scientific and specialized economic-legal methods of inquiry, which allowed for ensuring systematization, validity, and logical consistency in the scientific analysis. The research combines analytical and generalizing approaches to examine the development of franchising in Ukraine as an instrument for ensuring enterprise economic security under conditions of military and economic instability. To visually present the research results, graphical methods, including tables and figures, were employed to illustrate the components of franchising, regional and sectoral characteristics, and strategies for minimizing economic risks.

The study utilized methods of analysis and synthesis to assess the current state of franchising, identify the specific features of its functioning, and determine the impact of internal and external factors on the operation of franchising networks. An inductive approach was applied to formulate generalized conclusions and practical recommendations for enhancing economic security through the use of the franchising model, whereas the deductive method enabled the adaptation of general theoretical principles to the specifics of the Ukrainian economic and legal environment.

To systematize the obtained results, a grouping method was employed, allowing for the structuring of regulatory legal acts governing franchising relationships, as well as the classification of key risks and threats to enterprise security. For the examination of the legal aspects of franchising, a formal-legal method was applied, which facilitated the identification of inconsistencies in legislation concerning the regulation of franchising activities in Ukraine.

Results. Franchising represents a mode of operation whereby the seller transfers to the buyer, under a clearly defined franchise agreement, the rights to use a trademark under specific conditions. Such conditions may include compliance with the required quality of goods or services, the use of production technologies or operational schemes stipulated in the contract, a designated location for the franchisee's activities, the specified trademark, and additional contractual terms.

According to ***Franchise Capital***, franchising entails that the owner (franchisor) grants an external entrepreneur (franchisee) the right to use a trademark, brand, reputation, and business model as a whole to conduct business [9, 10]. For the franchisee, this provides an opportunity to start their own business with minimal financial risk, leveraging the acquired technologies, brand, or trademark, along with an established system for further development and ongoing support from the franchisor if necessary. For the franchisor, franchising represents the fastest and most effective way to expand business operations, enhance

brand recognition, and generate additional profits while minimizing risk.

The economic essence of franchising lies in its definition as a form of financial cooperation between two partners (franchisor and franchisee) regarding the use of a specified brand, business model, products or services, technologies, and know-how (innovations) in exchange for a certain payment or royalty. The key components of franchising are presented in Fig. 1.

Effective utilization and management of franchising are based on the following principles:

1. Ensuring transparency of relations between the franchisor and franchisee through clearly defined rights and obligations in the contract.
2. Continuous innovation and improvement of products, services, and management processes.
3. Mutual benefit for both parties to the franchising agreement through the allocation of responsibilities and resources.
4. Ongoing support for the franchisee, including training, consulting, marketing assistance, and oversight.
5. Adaptation to local and international markets, taking into account cultural, economic, social, and regional characteristics.
6. Continuous innovative development, including improvement of products, services, and management processes.
7. Honesty and trust as the foundation of long-term cooperation between the franchisor and the franchisee.
8. Monitoring and control to ensure compliance with contractual terms and maintenance of a uniform level of product or service quality.
9. Preservation of brand reputation and a positive corporate image.
10. Compliance with legal regulations, particularly considering legislation applicable if the franchisee operates in a foreign country.

Franchising is a specific type of an enterprise financial activity that provides significant economic benefits to both the franchisor and the franchisee but requires clear regulatory and legal frameworks. First, legal regulation is carried out in accordance with the principles of contractual freedom, equality of the parties, independent fulfilment of obligations, and protection of intellectual property [11]. In Ukraine, the regulation of franchising relationships is primarily based on the following norms and approaches:

1. Civil Code of Ukraine, which contains the main provisions regarding commercial concession (franchising) agreements and defines the rights and obligations of the parties, the procedure for concluding agreements, the conditions for their execution, and the terms of termination [12].
2. Commercial Code of Ukraine, which establishes the fundamental principles of commercial concession (franchising) contracts and regulates the rights and obligations of the parties, as well as the procedures for concluding, implementing, and terminating such agreements [13].
3. Law of Ukraine "On Protection of Economic Competition", which governs competitive relations, including counteracting unfair competition and ensuring an adequate level of consumer rights protection, playing an important role in the functioning of franchising legal relationships [14].
4. Law of Ukraine "On the Protection of Rights to Trademarks for Goods and Services", which establishes legal mechanisms for protecting trademarks as objects of intellectual property, a factor of critical importance in the implementation of franchising activities [15].
5. International Agreements – Ukraine participates in a number of international legal treaties regulating intellectual property relations, including the Paris Convention for the Protection of Industrial Property, the Madrid

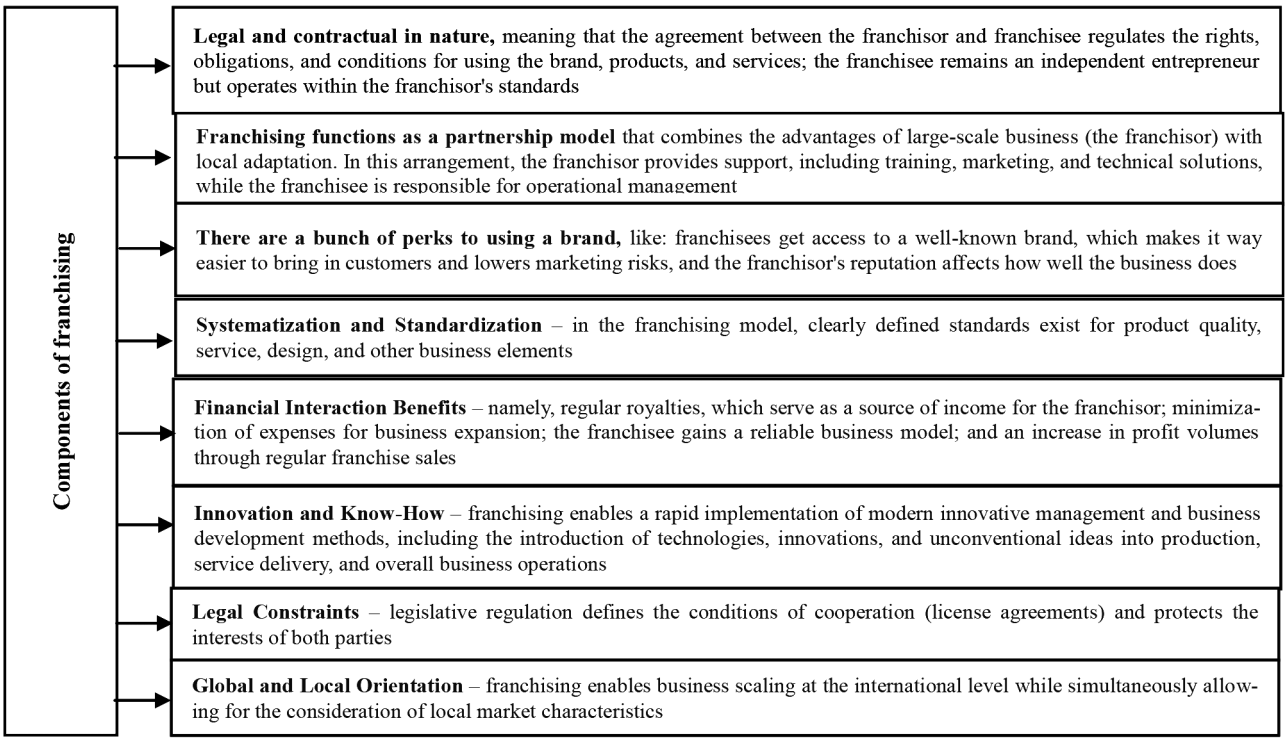

Fig. 1. Key Components of Franchising [1–6]

Agreement concerning the International Registration of Marks, and other international instruments [11].

At the same time, Ukraine currently lacks a separate legislative act that would directly regulate franchising activities, define the main conditions for franchise agreements, establish the rights and obligations of franchise buyers and sellers, or set penalties for violations. As a model framework, reference can be made to the Federal Trade Commission (FTC) franchise law (USA) [16], which outlines the main requirements: the franchisor must provide a Franchise Disclosure Document (FDD) containing complete information about the franchise (financial performance, costs, risks, legal obligations); it prohibits franchisors from providing false or misleading information to potential franchisees; it regulates advance payments, exit conditions, and termination possibilities. Another example is the Doubin Law (Loi Doubin, France), under which the franchisor is required to provide a Document d'Information Précontractuelle (DIP) 20 days before signing the agreement. The DIP must include financial statements, a list of franchisees, contract terms, and potential risks.

For Ukraine, the adoption of a law addressing the key aspects of franchising activity would enable a more transparent and controlled development of the sector, expand opportunities for both small businesses and large enterprises, and provide legal guarantees for all parties involved in franchise agreements. Currently, the following types of franchises are employed:

- business format franchise, which includes a complete set of components for the franchisee's business operations: equipment, premises, training, operational systems, contracts with suppliers and logistics providers, marketing tools, support, and legal assistance;
- investment franchise, in which the franchisee is not involved in daily business operations but acts as an investor and manager of the invested project;
- conversion franchise, which supplements the franchisee's existing core business, allowing for scaling and business expansion while receiving support, training, access to financial partners, and a business plan from the franchisor;
- home-based franchise, allowing the franchisee to operate from home while maintaining compliance with regulations, paying taxes, and fulfilling obligations. Examples include cleaning services, landscaping, virtual sales, and online services [17].

Today, franchising is not only a method for concluding long-term cooperation agreements between enterprises of different sizes but also an effective tool to start a new type of business with minimal investment, expand existing operations, access financial and legal support from strong partners (franchisors), develop marketing skills, and foster innovative development in the production of goods or the provision of services.

In the current complex operating environment for Ukrainian enterprises, franchising should be viewed not only as a business organization form or a model for scaling entrepreneurial activities but also as an instrument to enhance economic security. Under conditions of military instability, economic turbulence, increasing entrepreneurial risks, and limited access to financial resources, franchising serves as a mechanism to mitigate threats to enterprises and ensure operational stability. Its application helps minimize risks related to market entry, operational activities, financial losses, and legal uncertainty, which are key elements of enterprise economic security.

Economic security of an enterprise is understood as the state of protection of its resources, financial interests, business processes, and strategic goals from internal and external threats, ensuring operational stability, financial resilience, profitability, and long-term development potential. Key indicators for assessing economic security include:

1. Financial security, characterized by profitability, liquidity, solvency, stability of cash flows, investment payback speed, and the enterprise's ability to meet financial obligations.
2. Market security, defined by competitiveness, stability of market position, brand recognition, sustained demand for products or services, and opportunities for market expansion.
3. Operational security, encompassing continuity of business processes, efficiency of management, standardization of operations, and reduction of production and organizational risks.
4. Legal security, including protection of property rights, clarity of contractual relations, compliance with legislation, and minimization of legal disputes and sanctions.
5. Innovation and technological security, reflecting the enterprise's capacity to implement modern technologies, adapt to changes in the external environment, and maintain competitive advantages.
6. Human resources and management security, characterized by management quality, access to knowledge, staff training, and reduction of managerial errors.

The franchising model directly influences these components of economic security and strengthens them through several mechanisms. First, using a proven business model and a well-known brand reduces financial risks at the start of operations, shortens the investment payback period, and ensures a more predictable income level, enhancing financial security. Second, franchising provides access to established markets, existing demand, and reputational capital, which strengthens market security and reduces the risk of customer loss. Third, standardization of business processes, regulation of operational activities, and ongoing franchisor support reduce operational risks and ensure enterprise stability even under crisis conditions. Fourth, the contractual nature of franchising relationships, clear definition of parties' rights and obligations, and protection of intellectual property enhance legal security and reduce the likelihood of conflicts and financial losses. Furthermore, franchising acts as a channel for transferring innovations, management solutions, and modern technologies, which reinforces innovation and technological security. Training, consulting support, and quality control provided by the franchisor mitigate human resources and management risks, which is particularly relevant for small and medium-sized enterprises operating under resource constraints.

Between 2017 and 2023, a steady trend of increasing numbers of franchisors was observed, indicating the gradual strengthening of franchising within the national economy. In 2017, the domestic market hosted 361 franchisors, which increased to 427 in 2018. The most no-

table growth occurred in 2019, reaching 504 franchisors. Although the growth rate slowed in 2020, the number of franchising networks continued to rise, reaching 513. Further development was observed in 2021, with the number of franchisors increasing to 592. In 2022, growth rates were modest, but the figure remained stable at 595 franchisors. In 2023, the franchising sector continued to expand, with 608 franchisors, confirming business adaptation to crisis conditions and maintaining the investment attractiveness of this entrepreneurial model.

Modern companies perceive franchising as a "trendy" business approach that generates additional income, enhances market recognition, enables international scaling, and allows business development under relatively low risk. Despite the ongoing war, Ukrainian enterprises continue to increase the number of franchised operations; however, their territorial positioning is shifting. A significant number of businesses – particularly after February 2022 (Fig. 2) – prefer to operate in western regions (approximately 40 %) or in areas not affected by hostilities, in order to reduce the risk of business destruction or damage.

At the country level, the most attractive markets for franchising are as follows: Poland – 57 %, Germany – 17 %, the Czech Republic – 17 %, the USA – 14 %, Kazakhstan – 14 %, France – 12 %, Uzbekistan – 12 %, Spain – 9 %, and Canada – 6 % [18]. This trend is associated with several factors:

- significant migration of Ukrainian population due to the war;
- the use of franchising as a model for expansion and integration of Ukrainian culture (customs, tastes) into global business;
- the desire to scale operations beyond Ukraine;
- the ability to offer affordable yet high-quality franchises to developed countries;
- international partners' demand for unique Ukrainian business concepts, with particular relevance for Ukrainian cuisine, IT franchises, education, and goods manufacturing;
- state support for Ukrainian enterprises, grant programs, and assistance from the Ukrainian diaspora;
- use of eco-friendly raw materials, promotion of natural and cultural products, and "green" business practices;
- rapid adaptation to international franchising regulations;

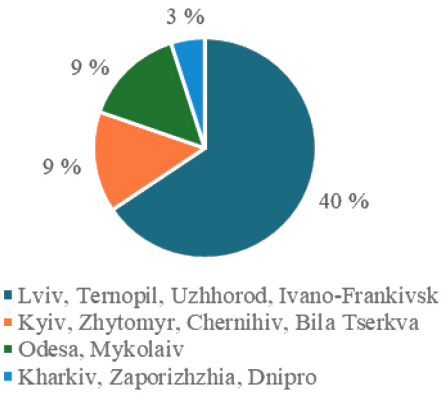

Fig. 2. Regional attractiveness of Ukraine for the development of Ukrainian franchising [18]

- promotion of Ukrainian culture and other related factors.

According to the Retailers Association of Ukraine (RAU), examples of the most successful Ukrainian franchises on the international market include:

1. Lviv Croissants (café-confectionery) – actively expanding in Poland, Lithuania, and the Czech Republic, and in 2023 entering the USA, which drew significant attention and recognition from American partners.
2. Kachorovska (footwear and accessories) – opened stores in Europe and the USA.
3. Sushiya (Japanese cuisine) – expanding its network in EU countries.
4. Helen Doron (educational franchise) – Ukrainian educational franchises are competitive in the international market.
5. IT companies (Genesis, MacPaw, Grammarly) – developing digital franchising through SaaS models [19].

Ukrainian franchising continues to develop due to economic opportunities, providing entrepreneurs with a rapid business start by leveraging a well-known brand, a proven business model, and franchisor support, thereby reducing risks compared to independently launching a business. Unlike traditional startups, franchising provides access to training, marketing strategies, and ongoing consultation support, significantly increasing the chances of success. Compared to classical partnerships or startups, franchising allows entrepreneurs to benefit from an already established product through a concluded franchise agreement.

As of 2023–2024, the most successful franchises (according to RAU studies) include ***Nova Poshta, Faini Lody, Halya Baluvana, Dnipro-M, Simeyna Pekarnya, Lviv Croissants, M'yaso Market, and Aroma Kava*** (Table 1). The short payback period of these franchises reduces investment and financial risks, ensures rapid recovery of invested resources, stabilizes cash flows, and consequently enhances the economic security of both the franchisee and the franchisor.

Annually, Franchise Capital [10] identifies the top 10 franchise winners in Ukraine, which provides national recognition, increases the client base, ensures a high level of profitability and security, and promotes the development of economic activity in the market. During 2020–2023, the winners were:

- 2020 – Malen'ka Pekarnya (Bakery);
- 2021 – Express Strizhka (Hair Salon);
- 2022 – INVIVO/INVIVO CLINIC (Medical Laboratory);
- 2023 – Binokl Kava (Coffeehouse).

The research indicates that most Ukrainian enterprises elicit "admiration and respect" from the international business community. Domestic companies, despite wartime conditions, continue to develop, expand, scale, create new jobs (both domestically and abroad), pay significant taxes, elevate entrepreneurship to a new level, and support the Armed Forces of Ukraine.

Despite this positive trend, the development of franchising is influenced by a significant number of factors, including:

1. Economic factors: macroeconomic stability, GDP growth, inflation, currency fluctuations, income levels, purchasing power, tax burden on businesses (particularly franchisers), availability of credit programs or

Table 1

The most successful franchises of Ukrainian enterprises (companies) [19]

Enterprise Name, Industry	Total Number of Outlets	Investment Amount	Royalty & Marketing Fee	Payback Period
Nova Poshta – logistics services, postal and cargo delivery in Ukraine and worldwide	11,460 branches and 15,590 parcel terminals	$1,500–5,000	0.5 % of turnover	from 8 months
Faini Lody – foodservice, production of natural ice cream	~120 outlets per season	$12,500–35,000 depending on format	2 % of turnover, marketing fee not applicable	from 6 months
Halya Baluvana – grocery retail, network of stores for homemade frozen semi-finished products	> 900	$30,000–40,000	$50, lump sum fee $9,000	from 6 months
Dnipro-M – non-food retail, brand of construction and repair tools	511	$21,000	not applicable	10–18 months
Simeyna Pekarnya – grocery retail, network of stores selling fresh bakery and frozen semi-finished products	290	$20,000	0 or 3 % of turnover for "Simeyna Pizza"	from 6 months
M'yaso Market – grocery retail, develops culinary ideas for healthy-eating consumers	254	$25,000	not applicable	36–48 months
Lviv Croissants – foodservice, fast-food bakery chain concept	160	$30,000–70,000	3 % of turnover, lump sum fee $10,000	12–14 months
Aroma Kava – foodservice, one of the largest coffeehouse chains	> 220	$6,500–22,500	2 % of turnover, lump sum fee $2,000	from 6 months
Döner Market – foodservice, safe street food chain by MHP	170	$5,000–10,000	not applicable	8–12 months

preferential conditions for small business financing, state programs supporting Ukrainian franchising, competitive environment, innovation level of enterprises, and the prevalence of franchise agreements between partners [20].

2. Legal factors: clear regulation of franchising activities (licensing, tax obligations, protection of franchiser and franchisee rights), tax rates, accounting and reporting systems, and availability of tax incentives.

3. Social factors: entrepreneurship culture, unemployment level, willingness of individuals to become franchisees, trust in franchisers and their brands, and demand for quality goods and services.

4. Technological factors: digitalization of business, implementation of digital platforms for franchise management, CRM systems, process automation to improve efficiency, introduction of innovative processes, and infrastructure development.

5. Political factors: political instability, armed conflict, and state programs for supporting and developing national entrepreneurship [21].

6. Cultural factors: local characteristics, national traditions, mentality, adaptation of franchise products and services to the market, attitudes toward international and domestic brands, and trust in enterprises.

7. Investment factors: investment attractiveness, payback period, conditions of investment agreements (investment amount, financial return, income level, property rights, etc.).

8. Educational factors: access to knowledge (as franchising development is promoted through training, consulting, and support from franchisers) and general awareness of franchising.

Detailing the factors that negatively affect franchising and economic security – as interrelated elements of domestic entrepreneurship development – can be structured as shown in Table 2.

The factors presented in the table indicate that the level of economic security for a franchisee primarily depends on financial stability, business process continuity, and legal protection of contractual relationships, whereas for the franchisor, the key factors are the brand's reputational stability, operational standardization, and margin management efficiency.

Globally, franchising is recognized as one of the most convenient and comprehensible business models, providing Ukrainian enterprises with opportunities to enter new markets and build trust among both foreign and domestic consumers in national products (goods and services). Over the past three years, the most popular franchises have been in the sectors of food service, services, and trade (with the largest share in retail). In Ukraine, franchising is still gaining momentum: entrepreneurs are developing new business ideas within the franchising model, implementing innovative projects, and seeking opportunities for international cooperation.

All of this necessitates the identification and implementation of key directions for improving franchising in Ukraine. Therefore, it is proposed to:

1. Develop and adopt the Law of Ukraine "On Franchising", which will define the essence of franchising, the rights and obligations of franchisors and franchisees, requirements for franchise agreements, conditions for licensing and brand use, provisions on intellectual property, financial obligations of the parties, rules for termination or dissolution of agreements, liability for violations, antitrust restrictions, dispute resolution mechanisms, disclosure requirements, and state regulation and oversight.

2. Facilitate the registration of franchise agreements and regulate licensing issues at the state level.

3. Introduce preferential rates for franchisees and franchisors to stimulate the development of small businesses.

Table 2

Risk factors and threats to franchising in Ukraine and their impact on enterprise economic security

Risk Factor	Impact on Franchising and Economic Security
Armed conflict and security instability	Increases the risk of physical destruction or suspension of franchise operations, disrupts business continuity, reduces investment attractiveness, and complicates long-term planning
Macroeconomic instability	Leads to rising costs, decreased consumer purchasing power, complicates revenue forecasting and franchise payback periods, negatively affecting the financial security of franchisees
Incomplete regulatory framework for franchising	Creates legal uncertainty in contractual relations, increases the risk of disputes between franchisers and franchisees, and reduces investor confidence and legal protection
Tax burden and fiscal risks	Limits financial capacity for franchise network development, reduces net profits of enterprises, and increases the risk of informal economic activity
Market competition and saturation of specific segments	Raises the risk of losing market share, reduces profitability of franchise outlets, and requires additional spending on marketing and business model adaptation
Reputational risks of the franchise network	Negative actions by individual franchisees can damage the brand's image, creating threats to customer retention and reducing market security
Operational and managerial risks	Non-compliance with franchise standards and low managerial competencies of franchisees can reduce process efficiency and cause financial losses
Investment risks	Long payback periods or changes in market conditions decrease investor interest and complicate franchise network expansion
Human resources risks and labor migration	Shortage of qualified personnel reduces service quality and operational efficiency, negatively affecting franchise stability
Technological and digital risks	Low levels of digitalization or vulnerability to cyber threats reduce the efficiency of franchise network management and create additional economic and security threats

4. Provide state grants or loans for opening businesses under the franchising model.

5. Promote the entry of Ukrainian franchises into international markets.

6. Invest in improving transport, trade, and logistics infrastructure to facilitate franchise operations.

7. Ensure transparency of conditions for investors interested in franchising models.

8. Promote experience and technology exchange with international partners in the field of franchising.

9. Implement CRM systems for franchise management and integrate franchising models into online sales.

10. Develop franchising in non-traditional sectors such as agriculture, environmental technologies, and education.

11. Conduct informational campaigns, seminars, and training for prospective franchisees.

12. Establish specialized centers to assist entrepreneurs in selecting and managing franchises.

13. Include franchising courses in higher education curricula.

The results obtained can be utilized by government authorities in shaping and implementing policies to support franchising as a tool for the development of small and medium-sized businesses in wartime and post-war economic conditions. The proposed approaches for identifying economic and security risks and threats allow for the improvement of state mechanisms for financial, legal, and institutional support of franchising enterprises, particularly through preferential lending, grant programs, and cooperation agreements with international partners with state support.

Conclusions. Franchising is one of the most effective forms of organization and development for small and medium-sized businesses in Ukraine, as it combines entrepreneurial initiative with the use of proven business models and established brands. This allows entrepreneurs to reduce risks at the initial stages of operation, gain access to established technologies, managerial experience, marketing support, and established distribution channels. As a result, franchising facilitates faster business launch and enhances business viability in a competitive market environment.

The development of franchising relationships positively impacts the national economy by stimulating domestic and foreign investment, creating new jobs, expanding entrepreneurial activity, and increasing tax revenues at various levels. This, in turn, promotes socio-economic development of regions and improves the overall welfare of the population.

Franchising also plays a crucial role in enhancing the competitiveness of Ukrainian companies, as it promotes standardization of business processes, unification of quality requirements for goods and services, and builds consumer trust. The use of uniform service and quality control standards improves customer experience and strengthens market positions both domestically and internationally. Moreover, franchising serves as a channel for the dissemination of innovations, modern technologies, and effective management practices, contributing to the modernization of national entrepreneurship.

New approaches have been substantiated for considering franchising as a tool to enhance the economic security of enterprises, and practical steps for its development in Ukraine have been identified, including the improvement of legal and regulatory frameworks, state support, and the promotion of international expansion of Ukrainian franchises. Considering that their number increased to 608 in 2023 (compared to 361 in 2017), franchising enterprises are gaining momentum as an attractive model for business development, ensuring a sufficient level of investment appeal, and strengthening the financial stability of Ukrainian enterprises.

In the long term, franchising can become an important factor for Ukraine's economic stability, as it contributes to reducing the shadow economy, establishing transparent business relations, and promoting fair competition.

Prospects for further research include an in-depth analysis of the legal regulation of franchising activities in Ukraine, evaluation of the effectiveness of state support for franchising, and the study of the impact of digitalization and globalization processes on the development of franchising networks under contemporary conditions.

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Франчайзинг в Україні: економіко-правові аспекти безпеки підприємств

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Мета. Визначення загроз розвитку франчайзингу в Україні й обгрунтування напрямів його вдосконалення в умовах війни.

Методика. З-поміж методів використані: аналіз і синтез для дослідження особливостей розвитку франчайзингу протягом останніх років; індукція для формування висновків і рекомендацій щодо подальшого розвитку франчайзингу; групування основних результатів дослідження; графічний метод для наочного відображення результатів аналізу франчайзингу із використання рисунків і таблиць.

Результати. Досліджені особливості розвитку франчайзингу українських підприємств під час війни та згруповані нормативно-правові акти, що регулюють франчайзинг в Україні. Визначені фактори впливу на розвиток франчайзингу в умовах кризи. Серед них: війна, конкуренція, регуляторне середовище, податкова політика, інноваційність, рівень брендування, інфраструктура та стратегія розвитку підприємства. Запропоновані вектори прискорення темпів розвитку франчайзингу в Україні шляхом удосконалення правової бази, освітньої й інформаційної підтримки, державної підтримки, залучення іноземних інвестицій, розвитку цифрових технологій, адаптації до умов ринку, стимулювання інновацій.

Наукова новизна. У роботі вперше визначені принципи й аспекти використання франчайзингу та згруповані нормативно-правові акти, що регулюють франчайзинг в Україні, а також фактори, що впливають на рівень його розвитку в умовах війни. Аргументовані переваги розвитку українського франчайзингу за межами України як ефективного механізму залучення фінансових ресурсів, збільшення прибутковості українських підприємств і забезпечення їхньої економічної безпеки.

Практична значимість. Результати дослідження можуть бути використані для розроблення ефективної політики розвитку франчайзингу українських підприємств на рівні держави й за її межами, а також розробки заходів підтримки франчайзингу в Україні в умовах війни та військової агресії.

Ключові слова: *франчайзинг, франшиза, підприємство, економічна безпека, війна, прибуток, франчайзинговий договір*