

- **Legal Barriers:** Both markets share a strict requirement to follow copyright and intellectual property (IP) legislation. Protecting original work remains a fundamental requirement for business survival.
- **Technological Standardization:** The industry is dominated by global platforms such as Adobe Inc. and Canva. Success in either market depends on the ability to leverage these tools alongside emerging trends in AI-driven personalization and social commerce.
- **Communication Fundamentals:** Effective graphic communication in both regions depends on design fundamentals—clear typography, proper spacing, and organized layouts—to ensure marketing messages are readable in a saturated digital market.

In conclusion, the visual comparison reveals that while both Ukraine and Texas offer significant opportunities for graphic design ventures, the path to success is dictated by vastly different regional stressors. Ukraine involves a high-risk, high-flexibility model driven by informal resilience and digital agility in response to external instability. Texas provides a stable, high-velocity corporate environment that rewards scale and structured competitive positioning.

Each element of the collage represents a real-world business condition, demonstrating that whether launching a business out of necessity or seeking corporate investment, the modern creative entrepreneur must master the same core competencies: legal compliance, technological innovation, and a deep understanding of evolving consumer behavior.

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STRATEGIC EVOLUTION OF THE UKRAINIAN FITNESS INDUSTRY: 2026 RESILIENCE MODEL

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This research, developed as a direct outcome of a Collaborative Online International Learning project, examines the structural transformation of the Ukrainian fitness market. By 2026, the sector has moved beyond a simple service industry, becoming a critical pillar of physical and psychological recovery. This study analyzes how digital integration, regulatory shifts, and consumer necessity have created a unique business model that prioritizes autonomy and mental health support.

Regulatory and Legal Infrastructure

The administrative entry point for fitness entrepreneurship in Ukraine has been significantly streamlined through digital governance. The most prevalent legal structure is the Group 3 sole proprietorship (FOP), favored for its straightforward registration via the Diia ecosystem. Businesses typically operate under KVED codes 93.13 (fitness center activities) and 93.19 (other sports activities).

A defining feature of the 2026 regulatory environment is the paperless mandate, where electronic signatures and online reporting are the standard. While no specific state license is required for fitness operations, the legal burden has shifted toward compliance with rigorous fire safety, sanitary standards, and the mandatory certification of training staff. These requirements ensure a baseline of professional quality in a rapidly expanding market.

Market Dynamics and Operational Autonomy

The market landscape in 2026 is characterized by a shift away from large-scale chain gyms toward specialized, agile studios. Small studios focusing on yoga, Pilates, and functional training are flourishing, particularly in the mid-price segment. This shift reflects a broader consumer trend toward intimacy and specialized care rather than mass-market accessibility.

Operational viability is now tied to autonomy infrastructure. Due to ongoing instability, a fitness business must ensure continuity through the use of power generators and reliable satellite internet, such as Starlink. The ability to remain functional during power supply disruptions or air raid alerts by utilizing nearby shelters is no longer a luxury but a fundamental requirement for market participation.

Psychological Shifts in Consumer Behavior

Consumer behavior in 2026 is driven by a profound need for anti-stress interventions. Fitness has transcended its physical utility, now serving as a primary tool for mindful practice and mental recovery. Modern Ukrainian consumers are highly discerning; they actively compare options, rely heavily on digital reviews, and typically demand trial sessions before committing to long-term memberships.

The emotional experience has become the core product. Clients seek communities and atmospheres that provide psychological safety and personalized attention from trainers. This shift necessitates a change in how fitness services are priced and delivered, with a move toward flexible payment formats and single-session memberships to accommodate an increasingly mobile and cautious population.

Communication and Digital Strategy

In 2026, the digital presence of a fitness business is its primary storefront. Instagram and TikTok serve as the dominant promotional channels, utilized not just for advertising, but for building the personal brands of individual trainers. Communication norms dictate a friendly, supportive, and motivating tone of voice, with a focus on rapid response times via messengers like Telegram and Viber.

The use of video content including workout clips, testimonials, and live stories is essential for establishing the credibility and vibe of a studio. Furthermore, the Ukrainian language has solidified as the absolute standard for business communication, reflecting a deeper national identity within the commercial sector.

A critical factor in the 2026 fitness landscape is the symbiotic relationship between digital infrastructure and the physical safety of consumers. The implementation of the Diia ecosystem has not only simplified the legal registration of FOP (Group 3) structures but has also integrated business reporting into a broader national digital strategy, allowing for more transparent operations even in volatile market conditions. This digitalization extends to the consumer experience, where mobile health applications and remote monitoring have become standard tools for maintaining client engagement. Furthermore, the industry's shift toward specialized small studios is a direct response to the need for hyper-local communities that can offer immediate emotional support and physical safety, such as proximity to air raid shelters. These studios now act as micro-hubs of social resilience, where the personal brand of the trainer and the friendly, supportive "tone of voice" in communication via messengers like Telegram and Viber facilitate a deep sense of belonging. By prioritizing mindful practices and anti-stress workouts, the industry has effectively decoupled fitness from its traditional aesthetic goals, repositioning it as a vital instrument for maintaining the mental and physical health of a population under constant pressure.

Despite the challenges of martial law, power disruptions, and the outflow of clients abroad, the industry demonstrates remarkable resilience. Growth opportunities are emerging in the

development of online fitness platforms for the diaspora and the creation of strong, localized hyper-local communities. Ultimately, the fitness business in Ukraine has successfully transformed from a beauty-centric industry into a vital sphere of holistic health support, proving that agility and emotional intelligence are the keys to survival in a volatile market.

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COMPARATIVE ANALYSIS OF AGRICULTURAL ENTREPRENEURSHIP: UKRAINE VS. TEXAS

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This research was conducted as part of a Collaborative Online International Learning (COIL) project, designed to foster cross-cultural academic exchange and professional insight. The study compares what it is like to launch an agriculture business in Ukraine versus Texas, examining how different environments influence entrepreneurship within the same industry. By analyzing legal requirements, cultural nuances, and consumer behavior, this project identifies how entrepreneurs must adapt to regional conditions to succeed.

The comparative study of agricultural entrepreneurship ecosystems in Ukraine and Texas is profoundly topical, as it addresses the urgent global need for food security and supply chain resilience within two of the world's most critical breadbasket regions. As international markets grapple with volatility caused by geopolitical conflict and escalating climate-driven stressors like droughts, understanding how regulatory stability and cultural business models influence agricultural output becomes essential. This research, conducted through the framework of a COIL project, highlights the necessity of adaptive entrepreneurship and technological innovation in navigating diverse risk profiles ranging from Ukraine's complex post-war recovery and land reforms to the environmental resource management challenges in Texas. By synthesizing these divergent experiences, the study provides timely insights into how digital integration and cross-border academic collaboration can strengthen global agricultural systems against localized systemic threats.