Vladyslav Dmytriiev, Postgraduate Student
Zaporizhzhia National University
Zaporizhzhia, Ukraine

DOI: https://doi.org/10.30525/978-9934-26-717-8-4

CLASSIFICATION OF CRISIS PHENOMENA IN SMALL ENTERPRISES

Identifying the causes of crises is fundamental to the survival and development of a small business under martial law. However, in today's world, a crisis in small business is never caused by a single factor. It is always a devastating combination of problems: for example, simultaneous power cuts, the mobilisation of key staff, the loss of supply routes and a sharp decline in purchasing power. In such circumstances, the standard 'cause and effect' formula breaks down completely.

Therefore, a small business owner must first classify the very types of wartime crises they face, temporarily setting aside the search for their root causes. This reverse approach – moving from analysing the current situation to identifying hidden threat factors – will enable a small enterprise to adapt quickly. It helps to take into account the critical characteristics of wartime: a chronic shortage of resources, minimal control over external circumstances, and the need for immediate risk forecasting to safeguard the business and the safety of the team.

Table 1 sets out the main classification criteria for crises affecting small enterprises.

The current crisis in small businesses under martial law is synergistically destructive in nature and is never caused by any single factor. As evidenced by a well-founded classification of crisis phenomena, military threats instantly combine economic losses, production stoppages, staff shortages due to mobilisation or migration, and logistical collapse into a single destructive complex. In this context, the standard 'cause and effect' formula breaks down completely, as confirmed by contemporary research into military management. For a business to survive, owners must adopt a reverse approach – setting aside the search for root causes and focusing instead on the rapid classification of the current manifestations of the crisis.

Table 1

Classification of crisis phenomena in small enterprises

No.	Classification criterion	Type		Authors whose works substantiate the classification criterion
1	By area of application	1.1.	Economic	Epifanova I., Pichugina T. [1; 6]
		1.2	Production	
		1.3	Human Resources	
		1.4	Information	
		1.5	Administrative	
		1.6	Logistics	
		1.7	Energy	
2	By influencing factors	2.1.	External	Ligonenko L. [2]
		2.2	Internal	
3	By frequency of occurrence	3.1	One-off	Maslak, O. [3]
		3.2	Tactical (short-term)	
		3.3	Strategic (long-term)	
4	By level of control	4.1	The following are subject to control	Epifanova I. [1]
		4.2	Not subject to control	
5	By severity of consequences	5.1.	The company's financial and economic situation remains unchanged	Moshkivska D., Nevmerzhitska S. [4; 5]
		5.2	The company's financial and economic situation is deteriorating	
		5.3	The company's critical financial and economic situation	

The introduction of a systematic classification based on areas of impact and influencing factors enables management to organise the chaotic flow of threats and act according to priorities. Academic research shows that, during wartime, the human resources and logistics sectors become the main bottlenecks for small businesses. Overcoming staff shortages requires moving away from narrow specialisation in favour of cross-functionality and staff interchangeability, whilst the logistical crisis necessitates abandoning the 'just-in-time' principle in favour of localising supplies and establishing strategic mini-stockpiles of raw materials directly on site.

References:

1. Epifanova, I., Oranska, N. (2016). The essence of crisis management in an enterprise. *Economy and Society*, no. 2, pp. 265–269. (accessed: 06.07.2026). DOI: https://economyandsociety.in.ua/journals/2_ukr/47.pdf
2. Ligonenko, L.O. (2001) Crisis management in enterprises: theoretical and methodological foundations and practical tools. Kyiv: Kyiv National University of Trade and Economics, 580 pp.
3. Maslak, O., & Hrom'yak, O. (2013). Rapid diagnosis of internal crises in an enterprise. Industrial Economics, no. 1–2, pp. 68–75. DOI: http://nbuv.gov.ua/UJRN/econpr_2013_1–2_12
4. Moshkivska, D. (2023). Crisis in an enterprise: Types and causes. *Problems and Prospects'*: IV International Scientific and Practical Conference 'Business, Innovation, Management. Igor Sikorsky Kyiv Polytechnic Institute, National Technical University of Ukraine. DOI: http://confmanagement.kpi.ua/proc/article/view/279792
5. Nevmerzhitska, S., & Martsenyuk, S. (2018). Causes and ways to overcome a financial crisis in an enterprise. *Effective Economy*, no. 1. DOI: http://www.economy.nayka.com.ua/pdf/1_2018/68.pdf
6. Lecture notes for the course 'Crisis Management' / compiled by: T. S. Pichugina, L. I. Bezginova, O. M. Sharapova. Kharkiv: Kharkiv State University of Food Technology and Trade, 2015. 1 electronic optical disc (CD-ROM); 12 cm.