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«The Mechanisms of Small Business Development in the Context of Ensuring National Security and Post-War Restoration of Territorial Community of Ukraine»

ANALYTICAL RESEARCH

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Introduction

The Russian Federation's military invasion of on 24 February 2022 into the territory of independent and sovereign Ukraine has dramatically changed the life of society. All spheres of life in our country have been affected by the invasion. This has particularly affected small businesses in local communities as a component of the country's economy. Some individual entrepreneurs had to close their businesses due to economic inexpediency. Other individual entrepreneurs had to relocate their businesses to safer communities or even abroad. But we can also observe a positive trend of new businesses opening during wartime. According to the Odendabot service, as of 30 March 2022, more than a thousand small businesses were opening every day. As of June 2023, more than 465,000 small businesses were opened during wartime. The largest number of small businesses was opened in Kyiv, the Kyiv region, the Odesa, Lviv, Kharkiv, Dnipro, Poltava regions, and the smallest number in the Transcarpathia, Volyn, Ternopil, Luhansk, Zaporizhzhia, Kherson, and Donetsk regions, as well as in the Autonomous Republic of Crimea and Sevastopol [3].

Currently, small businesses are opening in the following areas: retail trade, computer programming, personal services, wholesale trade, catering, transport, information services, education, wholesale and retail trade in cars.

The main objective of the project is to enrich the current knowledge on how (if at all) wartime conditions affect SMEs and entrepreneurs, to understand and respond to the enormous military crisis, how they operate and adapt during the crisis, and to investigate the effectiveness of various forms of institutional support.

The project results. 1. Once finished, the research project will provide managerial guidelines to SMEs and to communities, on the ways that SMEs can face challenges and seize opportunities in the Ukrainian market. These guidelines could include for example the exploration of new markets, the identification of priority areas for business, recommendation of logistics routes, and creation of logistics public hubs, involvement of public-private partnership mechanisms, cooperation and coopetition strategies for value-creation and knowledge enhancement.

2. A future bid on training migrants and veterans in entrepreneurship and small business management, and training communities on how to help migrant and veterans start-up new businesses.

The problem statement

The full-scale invasion of the territory of independent democratic Ukraine by the Russian Federation has drastically changed all spheres of life. The military aggression has affected many business entities and institutions that support the country's livelihood. The invasion also affected small businesses as part of the country's economic system. Many small businesses have been closed due to the war, while others have relocated to safer communities or changed their business activities. But we can also see a good trend: from August 2022 to March 2023, the number of small businesses increased from 132,000 to 202,000 [1], [2]. As of September 2023, Ukrainians opened 465 thousand new small businesses, which was more than 70% of the number of newly opened businesses in the whole of 2022 [3].

Most of the new entrepreneurs are engaged in retail, but there are still enough of those who decided to work in the IT sector.

The largest number of new small business was created in June –more than 31,000. This is the highest figure not only for the period of the full-scale invasion, but also for the last three years. For comparison, the last time more than 30 thousand new entrepreneurs were registered was in June and July 2020 [4].

That is, despite the Russian Federation's full-scale invasion small businesses located in communities continue to develop, contributing to the approach of Ukraine's victory. At the same time, however, mechanisms need to be developed to ensure that small businesses in territorial communities recover more quickly in the post-war period.

Analysis of recent research and publications

The problems of businesses management and of entrepreneurship development, their competitiveness were considered in the works of G. Mazur and A. Rudenko [6], S. Filippova, R. Levkina and Y. Kotko [7], S. Pysarenko and M. Hrytsayenko [8], Z. Shatska and Y. Gorbachev [9], I. Sydoruk [10], V. Atiukshyna [11], A. Butenko [12], Y. Prodius and O. Rozhok [13], L. Chernysheva [14], I. Nazarkevych and O. Nazarkevych [15], V. Antoshchuk [16], N. Paryeva [17]. Enterprise security and inclusive social responsibility have been studied by O. Sorokivska [18], I. Hnatenko [19], G. Smokvina and O. Yankovska [20], N. Bondarchuk and A. Pedko [21], O. Prodius [22], M. Dudek, I. Bashynska, S. Filippova, S. Yermak, D. Sichon [23], M. Hrytsayenko [24]. Marketing activities in the activities of businesses were studied by Z. Sokolovska, N. Yatsenko, M.

Fedorova [25], H. Temchenko, O. Bondarchuk and K. Astafieva [26], N. Pavlishyna and V. Rezantseva [27], O. Vashkiv and Yu. Gavrylenko [28], A. Kramarenko and M. Vyshnevska [29], L. Donets, O. Nikoluk, R. Znachkek [30].Business development trends in Ukraine have been studied by V. Marchenko, D. Kharytonenko [31], L. Symkiv, S. Pobihun [32], A. Bezus, K. Shafranova [33]. Problems of using ICT in the field of entrepreneurship: E. Abu-Shanab, M. Osmani [34], B. Soga, S. Vyas-Dogapersad [35], D. Vianna Thompson, R. T. Rust, J. Roda [36], P. Wilde [37], I. Merrell, J. Phillipson, M. Gorton, P. Covey [38], P. Budania, G. Garvita, G. Lodha, S. Budauria, B. Sinf, E. Rao [39], M. Sira [40], P. Sharma [41], C. Sharma [42], S. Schögl, C. Postulka, R. Bernstein, C. Ploder [43]; the role of small business in community development has been studied by: B. Burkinsky [44], I. Kupriianchik, A. Dorosh, V. Saliuta [45], O. Kovbasa [46], T. Ilchenko, I. Zastrozhnikova [47], R. Korinets, H. Pererva [48] and others.

Unsolved aspects of the problem

It is currently difficult to predict how small businesses will operate in territorial communities in the post-war period. Thus, the following discussion questions arise: what are the best practices and tools that can be used to develop small businesses in territorial communities of Ukraine in the post-war period.

The main part

Despite the full-scale invasion, Ukrainians continue to open new businesses. Over the past year, since the start of Russia's full-scale invasion, more than 202,000 new individual entrepreneurs have been registered in Ukraine. After the war broke out, registers were down for some time and it was impossible to start a small business. After the opportunity to start a business was restored, more than a thousand new businesses were registered on the first day using the Diia app. In April, their number increased tenfold to 12.6 thousand. Since then, the number of new small businesses has grown, reaching a peak of 20,100 in September. After a slight decline in autumn and early winter, most likely due to power outages and massive shelling of civilian infrastructure by the Russian Federation, the number of new small and medium-sized enterprises began to increase again in early 2023. Table 1 shows the number of new businesses opened during the period of the Russian full-scale invasion from March 2022 to September 2023 [1], [2], [3].

Table 1. The Number of New Businesses Opened during the Period of the Russian Full-Scale Invasion

2022		2023	
March	1 946	January	16 931
April	12 626	February	16 440
May	15 408	March	15 893
June	17 950	April	21 481
July	19 085	May	25 623
August	20 108	June	31 477
September	20 136	July	28 682
October	17 324	August	30 847
November	15 934	September	35 587
January	11 951		

The author's own elaboration
Based on [1], [2], [3]

Analysing Table 1, we can see that the smallest number of small businesses was opened in March 2022 (1,946), and the largest number – in September 2023 (35,587).

In the regional context, we have the following results of registered small businesses as of September 2023, which are shown in Table 2 [3].

Table 2 The Number of Small Businesses in Territorial Communities by Region as of September 2023

№	Region	Number of small businesses
1	The Cherkasy region	10 677
2	The Chernihiv region	8 657
3	The Chernivtsi region	9 414
4	The Crimea region	93
5	Sebastopol	16
6	The Dnipropetrovsk region	31 096
7	The Donetsk region	6 331
8	The Ivano-Frankivsk region	12 882
9	The Kharkiv region	24 009
10	The Kherson region	2 831
11	The Khmelnytskyi region	13 916
12	The Kirovohrad region	8 009
13	The Kyiv region	26 408
14	Kyiv city	52 904
15	The Luhansk region	1 433
16	The Lviv region	29 868
17	The Mykolayiv region	8 268
18	The Odesa region	23 984
19	The Poltava region	14 370
20	The Rivne region	10 342
21	The Sumy region	7 981
22	The Ternopil region	8 262

23	The Vinnytsya region	14 911
24	The Volyn region	10 457
25	The Transcarpathia region	8 559
26	The Zaporizhia region	10 175
27	The Zhytomyr region	10 830

The author's own elaboration
Based on [2], [3]

Analysing Table 2, it can be seen that the largest number of small enterprises was opened in Kyiv, the Kyiv, Lviv, Kharkiv, Dnipropetrovsk, Odesa, Poltava regions, while the smallest number of small enterprises was opened in Transcarpathia, Volyn, Ternopil, Luhansk, Kherson, Zaporizhzhia and Donetsk regions, as well as in the Autonomous Republic of Crimea and Sebastopol.

The war has also changed the activities of small and medium-sized businesses. The most popular sectors for new small businesses have not changed. Similarly to last year, as of September 2023, retail trade took the top spot (more than 51,000 new small businesses officially started operating in this sector). The second most popular classification remains "Computer Programming, Consulting and Related Activities" CAE, which was the most popular before the full-scale invasion. This year, 12,000 entrepreneurs have already started their own businesses in this area. "Other Individual Services Provision" completes the trio, with more than 11,000 FOPs starting to work in this area [3],

Table 3. Top Areas in Which Small Businesses are Being Opened as of September 2023

Category	Amount
Retail trade	51 182
Computer programming	12 098
Other individual services provision	11 989
Wholesale	10 109
Food and beverage service	9 567
Transport	7 888
Information services	7 908
Education	4 797
Wholesale and retail trade in cars	4 147
Activities of head offices	5 057
Other	47 895

The author's own elaboration

Based on [3]

Analysing Table 3, we can see that the largest number of small businesses were established in the retail, computer programming and wholesale categories; the

smallest number of small businesses were established in the education, wholesale and retail trade in motor vehicles.

As of 8 March 2023, a total of 36,892 small businesses have been registered since the beginning of 2023, of which 51%, or 18,776, were established by women. The share of women who have started small businesses has been growing since 2017. In 2020-2021, women entrepreneurs opened 51% of new businesses, but the Great War set this figure back slightly. In total, in 2022, women registered more than 93,000 small businesses, accounting for 48% of the total number of new small businesses. The dynamics of small business registration by men and women in the period from 2017 to 2023 is shown in Table 4 [5].

Table 4. The Dynamics of Small Businesses Registration among Men and Women

Year	2017	2018	2019	2020	2021	2022	2023
Women	102 119	173 498	166 944	148 161	146 521	92 964	18 776
Men	114 447	168 803	169 769	142 478	139 490	100 695	18 116

Analyzing Table 4 we can see that in 2017 the number of small businesses registered by women was less by 12 328 than the ones registered by men; in 2018 the number of small businesses registered by women was more in 4595 than the ones registered by men, in 2019 the number of small businesses registered by women was less by 2 825 than ones registered by men; in 2020 the number of small businesses registered by women was more in 5 683 than ones registered by men; in 2021 the number of small businesses registered by women was more in 7 031 than ones registered by men; in 2022 the number of small businesses registered by women was less by 7 731 than ones registered by men; as of March 2023 the number of small businesses registered by women was more in 660 than ones registered by men.

A third of new small businesses registered by women are in retail, almost twice as many as men in this category. 10,658 entrepreneurs started their own businesses in the field of IT, which takes second place in the number of registrations. Instead, it is only 34% of the total number of small businesses in this category.

In 2022, women took advantage of men in the field of providing other individual services (85% of new businesses are women), clothing production, education and HR (75%), social assistance (74%) and healthcare (72%), etc. On the other hand, the situation with women at the helm of companies is not so positive. Year by year, the number of female directors of medium and large businesses is decreasing. In 2021, only 35% of businesses were headed by women. A year of full-scale Russian invasion reduced their numbers to 29%. In total, 9,405 women-led companies were opened last year. In 2023, an upward trend has

emerged. Since the beginning of the year, 3,849 businesses have been opened, and women lead 30% of new companies [5].

In order to study the mechanisms of small business development in the context of ensuring national security and post-war restoration of territorial community of Ukraine we have developed a questionnaire (Appendix 1), which was divided into three blocks: block 1 – general information about the respondent; block 2 – general questions about the company; block 3 – questions about identifying opportunities, using opportunities and changes during the military crisis.

Thus, according to the first block, companies responded to the following industries: food industry, audit, grocery trade, tourism, consulting, agriculture, beauty salon, equipment repair services, retail, healthcare, children's textiles, agriculture, beauty salons, e-commerce, auto shop, retail, IT, commercial activities, services, warehouse and retail complex maintenance, farming, furniture sales, intelligent audit services, furniture production, services, commercial real estate sales/lease, advertising, building management, food production, education, public organisation, sports, services, consulting, marketing.

Regarding the company duration of a company operation, we have received the following answers: less than a year – 10.2% of the respondents, 1-4 years – 38.1% of the respondents, 5-9 years – 18.6% of the respondents, 10-20 years – 20% of respondents, 21-30 years – 7.9% of the respondents, and more than 31 years – 5.1% of respondents. For greater clarity, the data is presented in Figure 1.

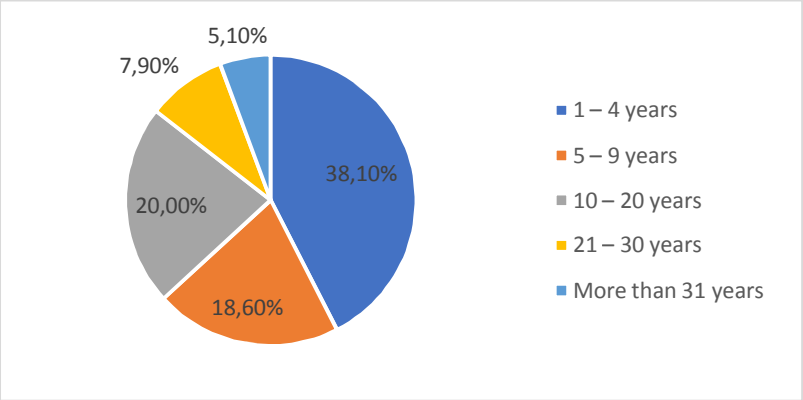

Figure 1 – The Term of a Company Operation

Analysing Figure 1, we can see that the largest number of companies have been operating for 1-3 years (38.3%), and the smallest number have been operating for more than 31 years (5.1%).

According to the respondents, the main business owners were: phisical entities (including individual entrepreuurs) – 64.7%, legal entities registered in Ukraine –13.5%, joint ventures – 6.5%, foreign entities – 4.2%, the state – 7%, and the community – 4.2%. For greater clarity, we present the data in Figure 2.

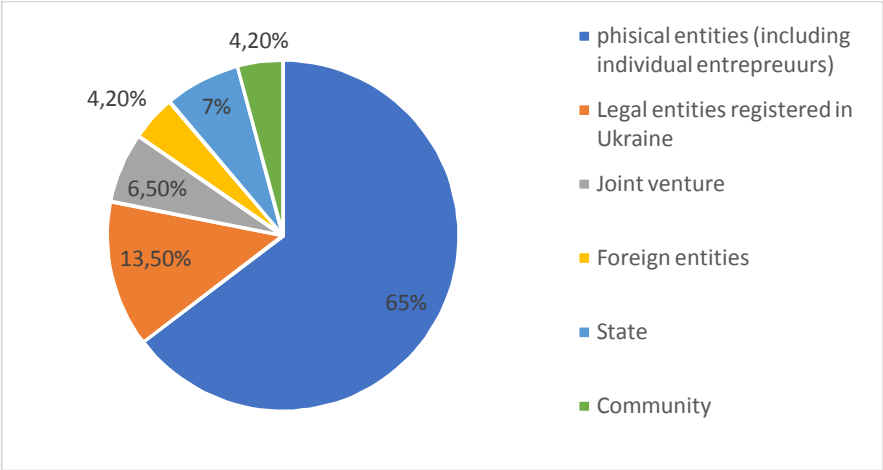

Figure 2 – A Respondent's Business Owner

As can be seen from Figure 2, the highest rate has been obtained in the category of physical entities (including individual entrepreneurs) – 64.7%, and the lowes t– foreign entities (4.2%) and the community (4.2%).

Before the full-scale invasion, the respondents' businesses operated as follows: online – 13.1%, offline – 45.3%, both – 41.6%. For greater clarity, the data is presented in Figure 3.

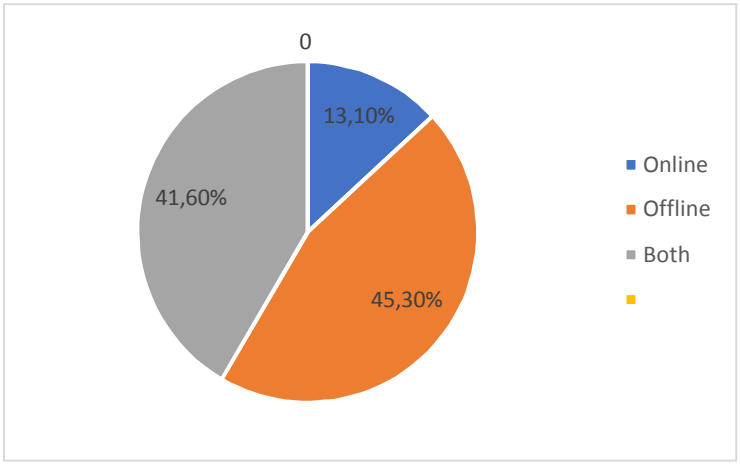

Figure 3 – The Business Operation Before the Full-Scale Invasion

Analysing Figure 3, we see that the largest share of businesses operated offline (45.3%), and the smallest share of businesses operated online (13.1%).

We have obtained the following data on the total number of permanent employees (owners excluded) before the full-scale invasion: 0 – 10 employees – 29.8%, 11 – 30 employees – 14.4%, 31 – 100 employees – 15.7%, more than 100 employees – 16.2%.

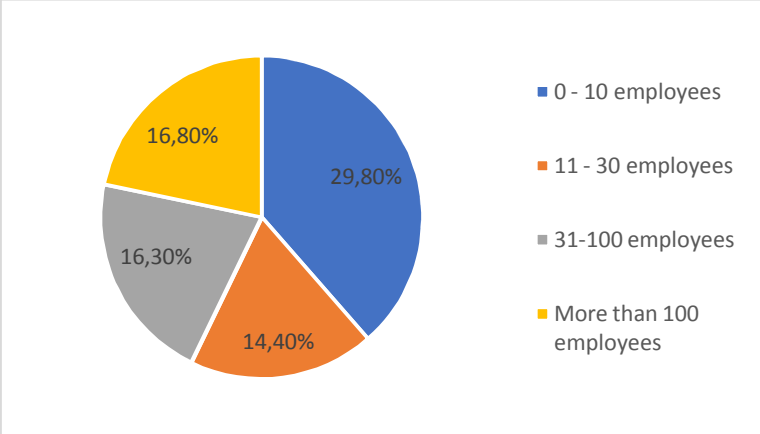

Figure 4 – The Total Number of Permanent Employees (Owners Excluded) before the Full-Scale Invasion

As we can see from Figure 4, companies with 0-10 employees had the highest rate (29.8%), and companies with 11-300 employees had the lowest rate (14.4%).

After the full-scale invasion, the number of employees (owners excluded) was distributed as follows: 0 – 10 employees – 48.1%, 11 – 30 employees – 10.6%, 31 – 100 employees – 15.4%, and more than 100 employees – 15.4%. For greater clarity, we present the results in Figure 5.

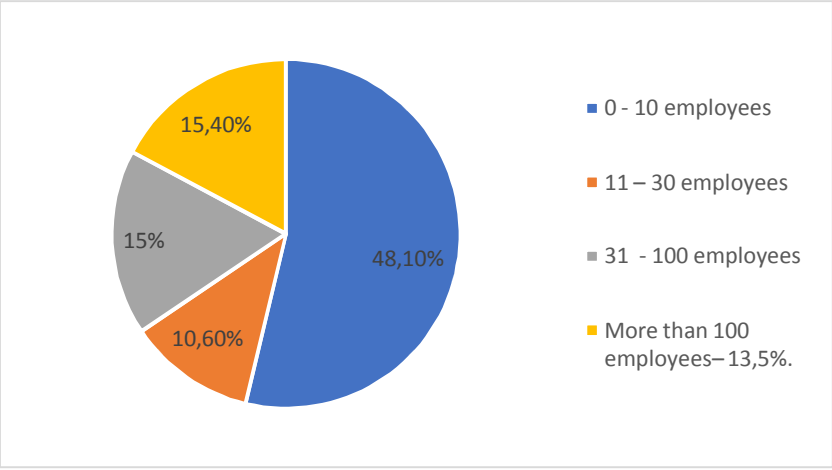

Figure 5 – The Total Number of Permanent Employees (Owners Excluded) after the Full-Scale Invasion

Analysing Figure 5, we see that the highest rate (48.1%) was in companies with 0-10 employees, and the lowest (10.6%) was in companies with 11-30 employees

According to our survey, prior to the full-scale invasion, 24.6% of companies employed men and 29.4% of women, with a 50%-50% split between men and women. For greater clarity, we present the data in Figure 6.

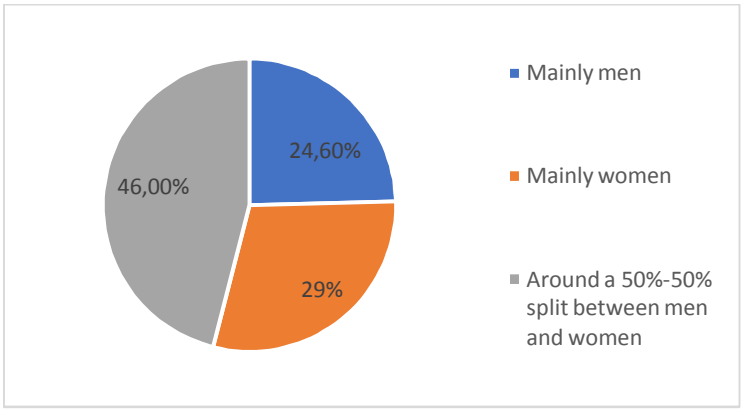

Figure 6 – The Employee Data by Gender before the Full-Scale Invasion

As can be seen from Figure 6, before the full-scale invasion, companies employed 4.8% more women than men, equal numbers of women and men in companies employed 16.6% more women and 21.4% more men.

After the Russian invasion, the data changed slightly. Thus, 23% of the workforce was made up of men, 46.9% of women, and the 50%-50% split between men and women was 30% (Figure 7)

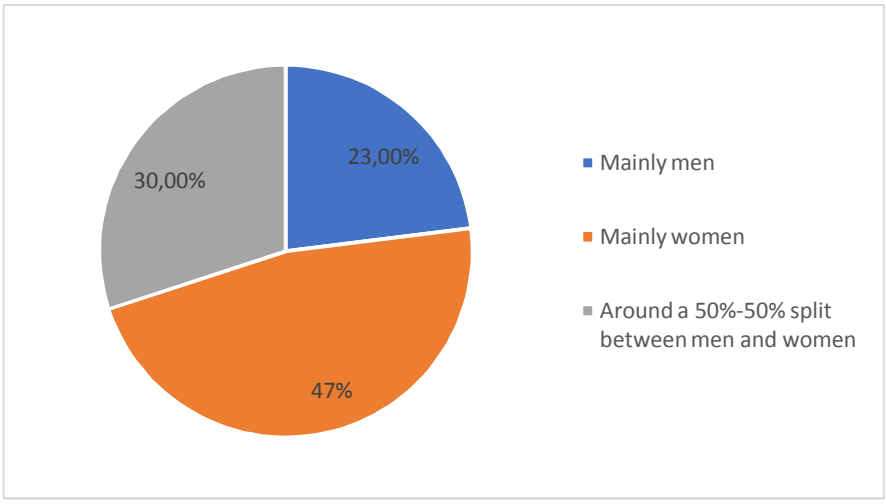

Figure 7 – The Employee Data by Gender before the Full-Scale Invasion

Analysing Figures 6 and 7, we see that the number of men decreased by 1.6% after the full-scale invasion, women increased by 17.5%, and the approximate division between men and women decreased by 16%.

With regard to the production units of the respondents' companies in Ukraine, we have received the following data among the respondents: 0 – 5 units 92.3%, 6 – 10 units 3.6%, more than 10 units 4.1% (Figure 8).

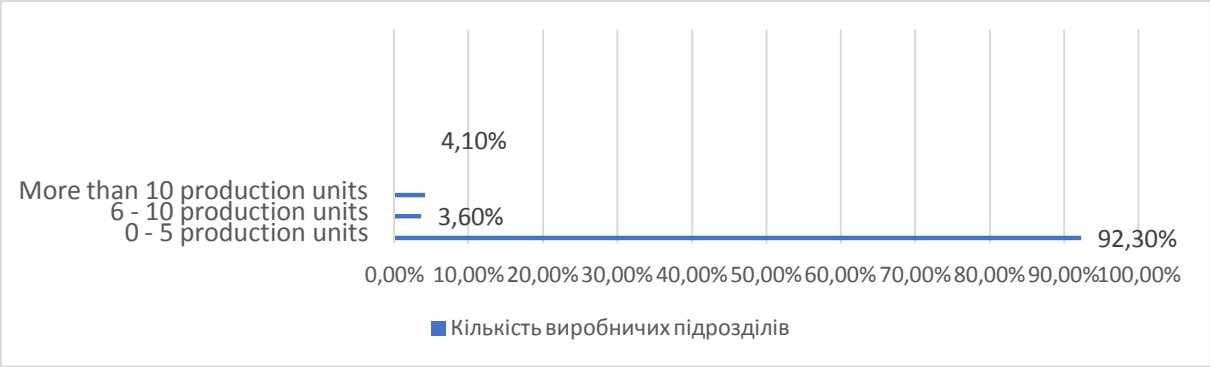

Figure 8 – The Number of Production Units in Ukraine

Thus, as can be seen from Figure 8, the highest figure is 0-5 units (92.3%), and the lowest is 6-10 units, i.e. 4.1%.

Regarding the location of production units, 54.4% of respondents indicated that their companies do not have them in Ukraine (Fig. 9)

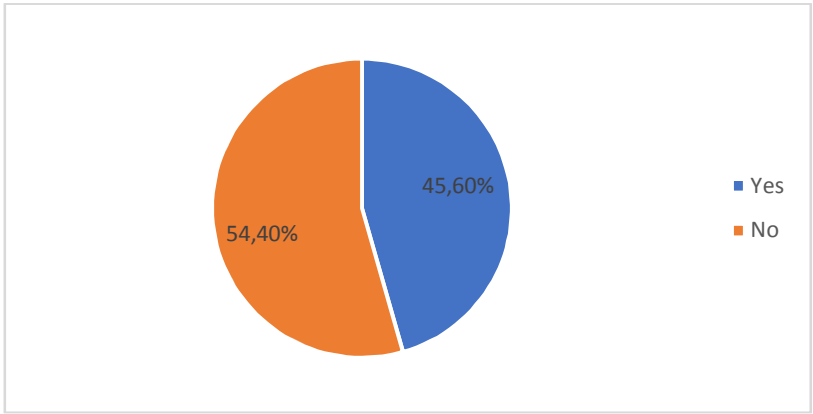

Figure 9 – Production Units outside Ukraine

According to our survey, 36.6% of respondents indicated that they are engaged in exports or are involved in any internationalization, while 63.4%

indicated that their company is not engaged in exports or is not involved in internationalization.

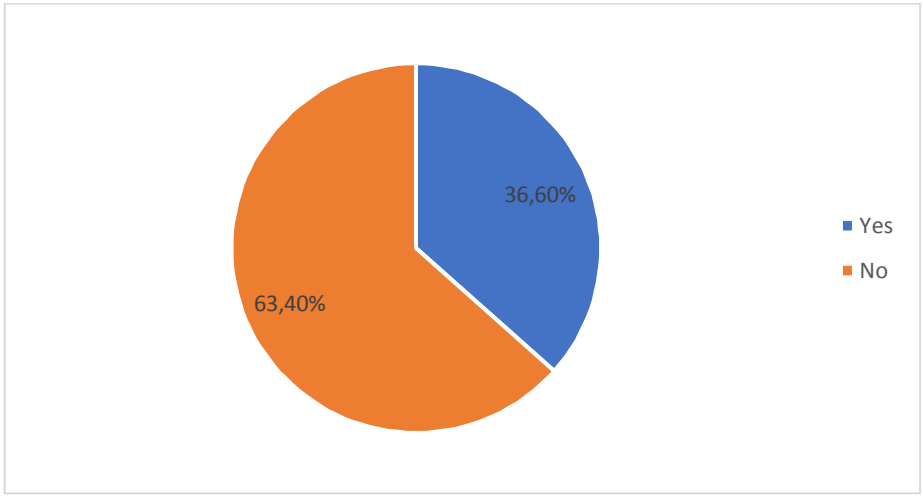

Figure 10 –The Company's Participation in International Activities or Internationalisation

We were interested to know whether the respondents' companies had been exporting or engaged in any other internationalization activities continuously and consistently. We received the following data: less than a year – 12.8%; 1 – 4 years – 13.8%, 5 – 9 years – 6.4%, 10–20 years – 9.9%; 21–30 years – 2.5%, more than 31 years –0%, the company was never internationalized – 54.7%.

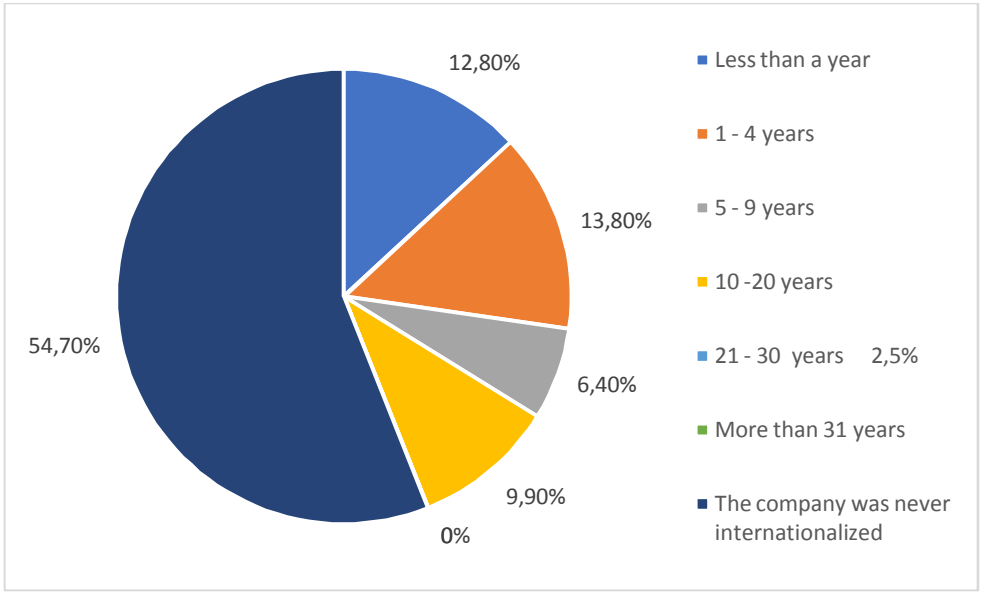

Figure 11 – Export, or Other Activities in Internationalisation

As we can see, the highest percentage of respondents indicated that their company was not internationalized (54.7%).

According to 33.7% of respondents, the major part of their turnover was generated in the local market (43.6%), 17.8% in the regional market, 34.1% in the national market along Ukraine), and 14.4% in the international market.

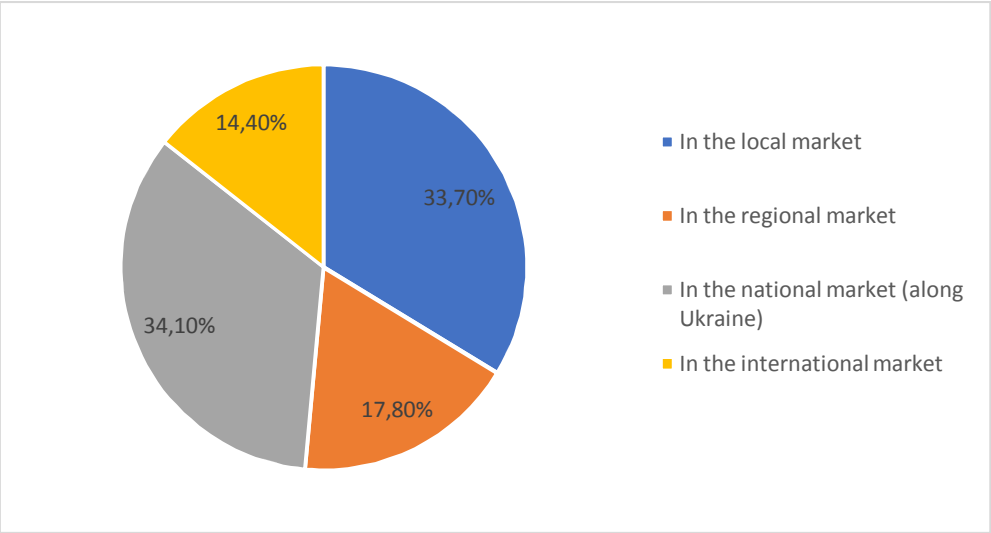

Figure 12 – The Main Part of the Companies' Turnover

Thus, as can be seen from Figure 12, the largest share of turnover (33.7%) is accounted for by the local market, and the smallest (14.4%) by the international market.

According to our survey, 73.4% of respondents indicated that their company operated in the local market, 57.5% in the regional market, 42.1% in other regions but not throughout Ukraine, and 2.9% in the national market (Ukraine), in the Middle East – 4.7%, in the Far East and the rest of Asia – 5.6%, in African markets – 2.8%, in North America – 9.8%, in South America – 6.5%, in the Balkan countries – 3.3%, in the European market – 26.6% (Fig. 13)

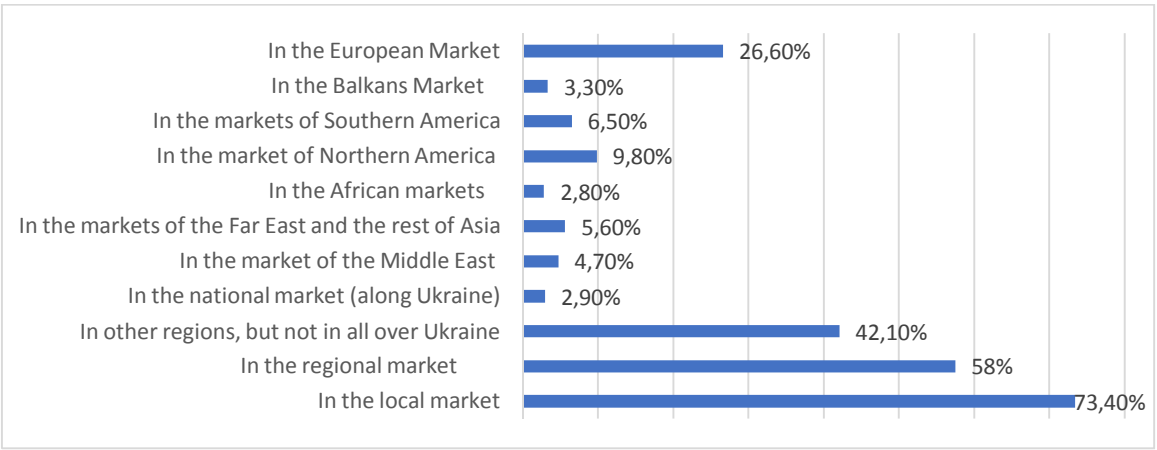

Figure 13 – The Geography of Companies' Operation

As can be seen from Figure 13, most companies operate in the local market (73.4%), while the lowest number of companies operate in African markets (2.8%).

Regarding special computer software for customer management, 30.5 % of respondents said they had it, while 69.5 % said they did not (Figure 14).

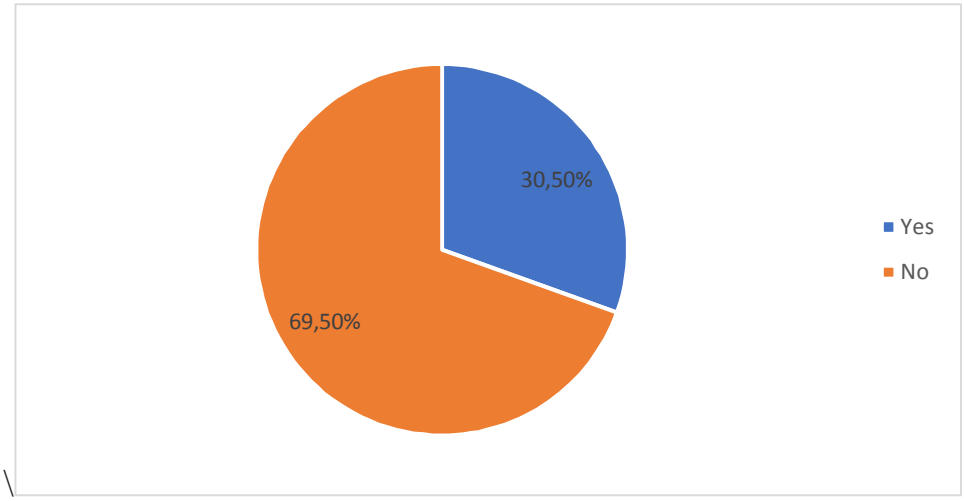

Figure 14 – Availability of Special Software for Working with Clients

Among the software, respondents named the following: 1C, Altegio, 1C and CRM, Google Spreadsheets, own CRM system, 1C Administrative, condominiums online, company website, mobile application, "distributor", medical applications, website and application, own software, MIS, HR management, medical applications, Smart SRM, Microsoft, various databases, specially equipped computers, information websites for clients.

According to our survey, only 24.4% of respondents registered the name of the product they produce with a patent authority/institution (Figure 15).

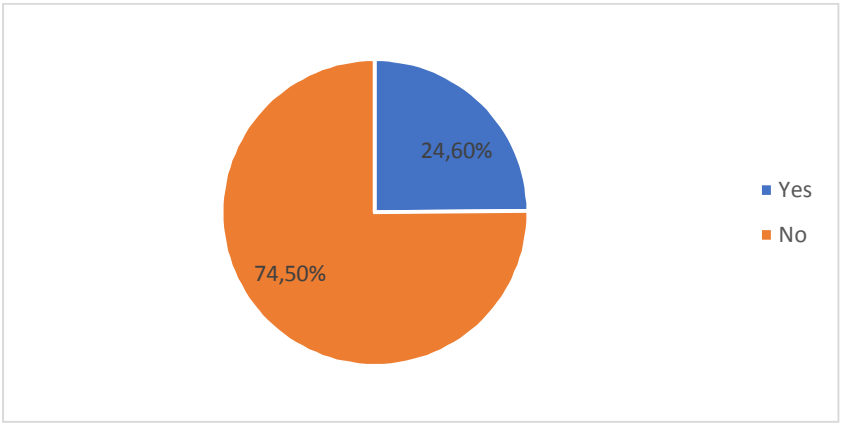

Figure 15 –Products Registration Manufactured by Companies with the Patent Authority/Institution

We were interested to find out whether the competitive pressure on the respondents' companies was growing during the military crisis. We have received the following data: more intense – 26.6% of respondents, remains at the same level – 57%, milder – 16.4%.

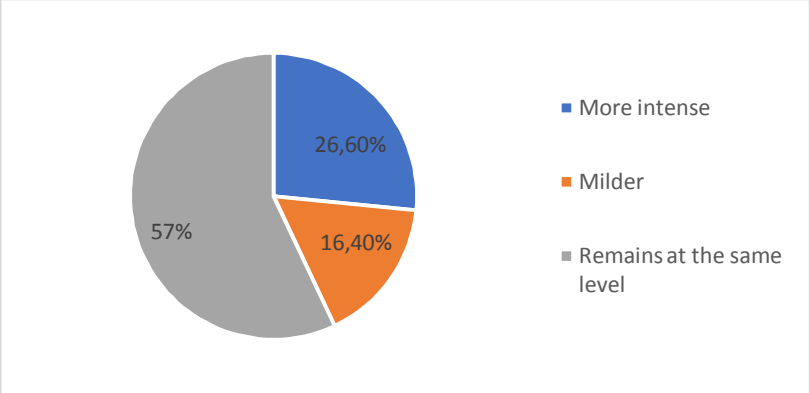

Figure 16 – Competitive Pressure on Respondents' Companies during the Military Crisis

So, according to Figure 16, the majority of respondents said that the pressure remained the same (57%).

So, as we can see, the full-scale invasion has had an impact on companies' operations.

Business challenges and outcomes before the Russian invasion. In the course of our survey, we have also investigated business challenges and outcomes before the Russian invasion. In this part of the survey, respondents agreed or disagreed with the statements. The respondents rated the statements according to the following criteria: 1 – not at all /strongly disagree, 2 – disagree, 3 – rather agree than disagree, 4 – agree, 5 – strongly/completely agree). For greater clarity, we present the data in the form of Table 5.

Table 5 – Business Challenges and Outcomes before the Russian Invasion

Before the Russian invasion	Assessments (outcomes)				
	1	2	3	4	5
High rates of local taxes hindered the business development in the territorial community before the full-scale invasion	7,9%	17,8%	43,9%	16,4%	14%
Insufficient financial resources hindered the business development in the territorial community before the full-scale invasion	8,1%	15,7%	28,1%	26,6%	21,9%
Unavailability of credit funds hindered the business development in the territorial community before the full-scale invasion	19,4%	18%	35,5%	14,2%	12,8%
Bureaucratic obstacles hindered the business development in the territorial	8,4%	17,8%	21,7%	21,5%	25,2%

community before the full-scale invasion					
Low solvency of buyers hindered the business development in the territorial community before the full-scale invasion	10,4%	16%	34%	21,7%	17,9%
Difficulty connecting to engineering networks hindered the business development in the territorial community before the full-scale invasion	25,2%	26,7%	30,5%	10%	7,6%
Absence of sewage treatment facilities and the possibility of their arrangement hindered the business development in the territorial community before the full-scale invasion	31,8%	20,4%	26,1%	12,3%	9,5%
Low qualification of employees hindered the business development in the territorial community before the full-scale invasion?	19,4%	20,9%	28,9%	19,4%	11,4%
Lack of the necessary number of qualified employees hindered the business development in the territorial community before the full-scale invasion	16,7%	12,4%	29,5%	25,7%	15,7%
Excessive pressure on the business from the control bodies hindered the business development in the territorial community before the full-scale invasion	11,8%	22,3%	26,1%	20,4%	19,4%
Poor transport accessibility to major markets/consumers hindered the business development in the territorial community before the full-scale invasion	23,5%	25,4%	27,7%	15%	8,5%
Public resistance to the enterprise development hindered the business development in the territorial community before the full-scale invasion	38%	25,8%	23,5%	9,9%	2,8%
Change in the market situation hindered the business development in the territorial community before the full-scale invasion	17,1%	30%	39%	9%	4,8%
The lack of opportunities to expand production premises hindered the business development in the territorial community before the full-scale invasion	19,2%	20,2%	25,4%	25,4%	9,9%

Analysing Table 5 we can see that, the highest outcome for the statement "High rates of local taxes hindered the business development in the territorial community before the full-scale invasion" was 3 points (43.9%), and the lowest one was 1 point (7.9%); for the statement "Insufficient financial resources hindered the business development in the territorial community before the full-scale invasion" the highest outcome was 3 points (28.1%), and the lowest was 1 point (8.1%); for the statement "Unavailability of credit funds hindered the business development in the territorial community before the full-scale invasion", the highest outcome was 3 points (35.5%), and the lowest one was 5

points (12.8%); for the statement "Bureaucratic obstacles hindered the business development in the territorial community before the full-scale invasion", the highest outcome was 5 points (25.2%), and the lowest was 1 point (8.4%); for the statement "Low solvency of buyers hindered the business development in the territorial community before the full-scale invasion", the highest outcome was 3 points (34%), and the lowest one was 1 point (10.4%); for statement the "Difficulty connecting to engineering networks hindered the business development in the territorial community before the full-scale invasion", the highest outcome was 2 points (26.7%), and the lowest one was 5 points (7.6%); for the statement "Absence of sewage treatment facilities and the possibility of their arrangement hindered the business development in the territorial community before the full-scale invasion", the highest outcome was 1 point (31.8%), and the lowest one was 5 points (9.5%); for the statement "Low qualification of employees hindered the business development in the territorial community before the full-scale invasion", the highest outcome was 3 points (28.9%), and the lowest one was 5 points (11.4%); for the statement "Lack of the necessary number of qualified employees hindered the business development in the territorial community before the full-scale invasion", the highest outcome was 3 points (29.5%), and the lowest one was 5 points (15.7%); for the statement "Excessive pressure on the business from the control bodies hindered the business development in the territorial community before the full-scale invasion": the highest outcome was 3 points (26.1%), and the lowest one was 1 point (11.8%); for the statement "Poor transport accessibility to major markets/consumers hindered the business development in the territorial community before the full-scale invasion": the highest outcome was 3 points (27.7%), and the lowest one was 5 points (8.5%); for the statement "Public resistance to the enterprise development hindered the business development in the territorial community before the full-scale invasion": the highest outcome was 1 point (38%), and the lowest one was 5 points (2.8%); for the statement "Change in the market situation hindered the business development in the territorial community before the full-scale invasion": the highest outcome was 3 points (39%), and the lowest one was 5 points (4.8%); for the statement "The lack of opportunities to expand production premises hindered the business development in the territorial community before the full-scale invasion": the highest outcomes were 3 and 4 (2 5.4% each), and the lowest one was 5 (9.9%).

Industry conditions. In the course of the survey, we have also investigated the role of industrial conditions on business development. In this part of the survey, respondents also agreed or disagreed with the statements. The respondents rated the statements according to the following criteria: 1 – not at all/strongly disagree, 2 – disagree, 3 – rather agree than disagree, 4 – agree, 5 – strongly/completely agree). For greater clarity, the data are presented in Table 6.

Table 6 – Industry conditions

In the industry the company belongs	Assessments (outcomes)				
	1	2	3	4	5
The product or service in the industry updates quickly	4,2%	13,1%	31,9%	28,6%	22,1%
The acts of competitors are difficult to predict	8,9%	28%	35%	19,»%	8,9%
The technology in our industry progresses quickly	2,8%	17,1%	28,2%	25,9%	25,9%
It is difficult to predict the change of customer needs	12,7%	30%	34,7%	15%	7,5%

Analysing Table 6, we can see that for the statement "The product or service in the industry updates quickly": the highest outcome was 4 points (28.6%), and the lowest – 1 point (4.2%); for the statement "The acts of competitors are difficult to predict": the highest outcome was 3 (35%), and the lowest outcomes were 1 and 5 points (8.9% each); for the statement "The technology in our industry progresses quickly": the highest outcome was 3 points (28.2%), and the lowest outcome was 1 point (2.8%); for the statement "It is difficult to predict the change of customer needs": the highest outcome was 3 points (34.7%), and the lowest outcome was 5 points (7.5%).

Business challenges and outcomes after the Russian invasion. In the course of our research, we also investigated business challenges and results after the Russian invasion. In this part of the survey, respondents agreed or disagreed with the statements. The respondents rated the statements according to the following criteria: 1 – strongly disagree/strongly disagree, 2 – disagree, 3 – rather agree than disagree, 4 – agree, 5 – strongly/completely agree). For greater clarity, the data are presented in Table 7.

Table 7 – Business Challenges and Outcomes after the Russian Invasion

After the Russian invasion	Assessments (outcomes)				
	1	2	3	4	5
We had to work with restrictions since the start of a full-scale invasion	2,8%	10,8%	23,1%	24,1%	39,2%
We work without changes (as we did before the invasion)	46,7%	19 %	17,6 %	10,5%	6,2%
We had to completely stop our business activity	19,4%	18%	35,5%	14,2%	12,8%
We have resumed our activity (if it was suspended)	25,4%	11,2%	21,8%	17,8%	23,9%
We have suspended our activity and plan to	54,9%	13,3%	17,4%	6,7%	7,7%

resume during the full-scale invasion					
It is hard for the company to ensure the security and safety of employees, assets, and operations.	15,8%	18,2%	26,8 %	23,9%	15,3%
The continuous environmental uncertainty has negatively affected the prospects of the company.	29,3%	19,5%	25,9%	18,5%	6,8%
We face more difficulties than before in accessing entrepreneurial finance.	9,6%	12,9%	27,8 %	28,7%	21,1%
We are severely challenged by damages in transportation networks, utilities, communication networks and systems, and other essential services	13,9%	16,3%	26,4%	22,6%	20,7%
We face challenges related to limited access to vital resources, such as electricity, fuel, water and skilled labour	7,1 %	17,1%	30,5%	22,9%	22,4%
We face severe supply chain disruptions (disrupted transportation routes, availability of raw material, customs and access to harbours, airports etc)	14,8%	17,6%	29%	17,1%	21,4 %
Foreign customers and suppliers do not trust us as a company, because we operate in a war-zone.	33,2%	18,8%	22,8%	12,4%	12,9%
It is harder to find and retain labour/ employees after the Russian invasion	11,4%	15,2%	26,7%	21%	25,7%
The company remains mostly remains open and keeps operating even with some disruptions	3,3%	4,7%	26,4%	32,2%	35,1%
The cost of operation has significantly increased after the Russian invasion	2,9%	12,4%	33,3%	21,9%	29,5%
Our production has been severely disrupted after the Russian invasion	26,1%	20,8%	30%	12,6%	10,6%
The revenue/ profit of the company has significantly decreased after the Russian invasion	5,7%	11,5%	29,2%	22%	31,6%
The company struggles to maintain its financial liquidity after the Russian invasion	3,3%	10%	26,3%	29,7%	30,6%
The company struggles to pay its employees or/and debts or/and taxes after the Russian invasion	4,8%	7,7%	27,9%	24,5%	35,1%
The company has received financial support (eg funding, tax-reliefs, postponement of payments etc) from the state to remain open after the Russian invasion.	44%	12,1%	23,7%	13%	7,2%
The company has received non-financial support, (eg advise, networking opportunites etc) from the state or any government bodies to remain open after the Russian invasion.	40,9%	16,8%	22,1%	13,9%	6,3%
The company has received non-financial	44,4%	12,2%	25,9%	11,2%	6,3%

support, (eg management advice for business incubation and acceleration) from universities or relevant business centres.					
The company has managed to find new Ukrainian customers after the Russian invasion	12,4%	13,8%	29%	22,9%	21,9%
The company has managed to find new foreign customers/ export to new markets after the invasion	34,5%	12,8%	20,2%	18,2%	14,3%
The company has managed to develop new products/ services after the Russian invasion	25,4%	17,6%	22,4%	21%	13,7%
The company has managed to operate in a more cost efficient way after the Russian invasion	18,4%	17,5%	35,8%	18,9%	9,4%
The company has embraced new technologies, eg online sales, after the Russian invasion	21,1%	12,3%	23,5%	22,5%	20,6%
The company's has adopted more remote working patterns after the Russian invasion	21,2%	13%	27,4%	20,7%	17,8%
The company cooperates more with other SMEs in the same industry after the Russian invasion	25,1%	20,3%	27,5%	19,8%	7,2%
The quality of our products/ services has been negatively affected after the Russian invasion	31,4%	14,3%	25,7%	16,7%	11,9%
We have seen growth in export market sales/ revenue after the Russian invasion	30,9%	15,7%	32,8%	14,2%	6,4%
We have seen growth in our Export profit after the Russian invasion	37,8%	16,3%	28,7%	11,5%	5,7%
We have seen growth in Export market's share after the Russian invasion	39%	17%	30,5%	7,5%	6%
We have seen improvement in our Return on sales (ROS) after the Russian invasion	30,4%	24%	31,9%	7,8%	5,9%
We have seen improvement in our Return on export investments after the Russian invasion	38,2%	16,2%	29,4%	12,3%	3,9%

Analysing Table 7, we see that the highest outcome for the statement "We had to work with restrictions since the start of a full-scale invasion" is 5 points (39.2%), and the lowest one was 1 point (2.8%); for the statement "We work without changes (as we did before the invasion)" the highest statement was 1 (46.7%), and the lowest was 5 points (6.2%); for the statement "We had to completely stop our business activity" the highest outcome was 1 point (19,4%) and the lowest one was 5 points (12.8%); for the statement "We have resumed our activity (if it was suspended)": the highest outcome was 1 point (25.5%), and the lowest was 2 opints (11.2%); for the statement "We have suspended our activities and plan to resume during the full-scale invasion": the highest

outcome was 1 point (54.9%), and the lowest one was 4 points (6,7%); for the statement "It is hard for the company to ensure the security and safety of employees, assets, and operations": the highest outcome was 3 points (26.8%), and the lowest one was 5 points(15.3%); for the statement "The continuous environmental uncertainty has negatively affected the prospects of the company": the highest outcome was 1 point (29.3%), and the lowest one was 5 points (6.8%); for the statement "We face more difficulties than before in accessing entrepreneurial finance": the highest outcome was 4 (28.7%), and the lowest one was 1 point (9.6%); for the statement "We are severely challenged by damages in transportation networks, utilities, communication networks and systems, and other essential services": the highest outcome was 3 points (26.4%), and the lowest one was 1 point (13.9%); for the statement "We face challenges related to limited access to vital resources, such as electricity, fuel, water and skilled labour.": the highest outcome was 3 points (30.5%), and the lowest one was 1 point (7.1%); for the statement " We face severe supply chain disruptions (disrupted transportation routes, availability of raw material, customs and access to harbours, airports etc)": the highest outcome was 3 points (29%), and the lowest was 1 point (14.8%); for the statement "Foreign customers and suppliers do not trust us as a company, because we operate in a war-zone": the highest outcome was 1 point (33.2%), and the lowest one was 4 points (12.4%); for the statement "It is harder to find and retain labour/ employees after the Russian invasion": the highest score was 3 points (26.7%), and the lowest one was 1 point (11.4%); for the statement "The company remains mostly remains open and keeps operating even with some disruptions": the highest outcome was 5 points (35.1%), and the lowest one was 1 point (3.3%); for the statement "The cost of operation has significantly increased after the Russian invasion": the highest outcome was 3 points (33.3%), and the lowest one was 1 point (2.9%); for the statement "Our production has been severely disrupted after the Russian invasion": the highest outcome was 3 points (30%), and the lowest one was 5 points(10.6%); for the statement "The revenue/ profit of the company has significantly decreased after the Russian invasion": the highest outcome was 5 points (31.6%), and the lowest one was 1 point (5.7%); for the statement "The company struggles to maintain its financial liquidity after the Russian invasion": the highest outcome was 5 points (30.6%), and the lowest one was 1 point (3.3%); for the statement "The company struggles to pay its employees or/and debts or/and taxes after the Russian invasion": the highest outcome was 5 points (35.1%), and the lowest one was 1point (4.8%); for the statement "The company has received financial support (eg funding, tax-reliefs, postponement of payments etc) from the state to remain open after the Russian invasion.": the highest outcome was 1 point (44%), and the lowest one was 5 points (7.2%); for the statement "The company has received non-financial support, (eg advise, networking opportunites etc) from

the state or any government bodies to remain open after the Russian invasion": the highest outcome was 1 point (40.9%), and the lowest one was 5 points(6.3%); for the statement "The company has received non-financial support, (eg management advice for business incubation and acceleration) from universities or relevant business centres": the highest outcome was 1 point (44.4%), and the lowest one was 5 points (6.3%); for the statement "The company has managed to find new Ukrainian customers after the Russian invasion": the highest outome was 3 points (29%), and the lowest one was 1 point (12.4%); for the statement "The company managed to find new foreign customers/export to new markets after the invasion": the highest score was 1 (34.5%), and the lowest score was 2 (12.8%); for the statement "The company has managed to find new foreign customers/ export to new markets after the invasion" : the highest outcome was 1 point (25.4%), and the lowest one was 5 points (13.7%); for the statement "The company has managed to operate in a more cost efficient way after the Russian invasion": the highest outcome was 3 points (35.8%), and the lowest one was 5 points (9.4%); for the statement "The company has embraced new technologies, eg online sales, after the Russian invasion": the highest outcome was 3 points (23.5%), and the lowest ne was 2 points (12.3%); for the statement "The company's has adopted more remote working patterns after the Russian invasion": the highest outcome was 1 point (21.2%), and the lowest one was 2 points (13%); for the statement "The company cooperates more with other SMEs in the same industry after the Russian invasion": the highest outcome was 1 point (25.1%), and the lowest one was 5 points (7.2%); for the statement "The quality of our products/ services has been negatively affected after the Russian invasion": the highest outcome was 1 point (31.4%), and the lowest one was 5 points (11.9%); for the statement "We have seen growth in export market sales/ revenue after the Russian invasion": the highest outcome was 3 points (32.8%), and the lowest outcome was 5 points (6.4%); for the statement "We have seen growth in our Export profit after the Russian invasion": the highest outcome was 1 point (37.8%), and the lowest one was 5 points (5.7%); for the statement "We have seen growth in Export market's share after the Russian invasion": the highes outcome was 1 point (39%), and the lowest one was 5 points (6%); for the statement "We have seen improvement in our Return on sales (ROS) after the Russian invasion": the highest outcome was 3 points (31.9%), and the lowest one was 5 points (5.9%); for the statement "We have seen improvement in our Return on export investments after the Russian invasion": the highest outcome was 1 point (38.2%), and the lowest one was 5 points (3.9%).

Opportunities and transformation. In the course of our research, we have also explored the opportunities and transformation of small businesses that the full-scale Russian invasion has brought about. Respondents agreed or disagreed with the statements. Respondents rated the statements according to the

following criteria: 1 – not at all/ /strongly disagree, 2 – disagree, 3 – rather agree than disagree, 4 – agree, 5 – very much / strongly agree). For greater clarity, the data are presented in Table 8.

Table 8 – Small business opportunities and transformation

Opportunities and transformation	Assessments (outcomes)				
	1	2	3	4	5
Opportunity identification					
We can perceive environmental change before competitors	8,1%	12,4%	34,9%	25,4%	19,1%
Within the company we discuss the market demand and possible ways to remain open	5,2%	8,1%	27,1%	26,7%	32,9%
The managers of the company can fully understand the impact, opportunities and threats, of internal and external environment on the company	6,3%	10,2%	29,3%	30,2%	23,9%
The company has a very good information management system	4,8%	7,7%	29,7%	30,6%	27,3%
The managers of the company have good observation and judgment ability	4,3%	8,7%	26,1%	30,4%	30,4%
The company's managers participate in professional association activities	15,5%	13,6%	30,6%	18,4%	21,8%
We use established processes to identify new target market segments, changing customer needs and customer innovation	3,9%	10,3%	35,3%	32,4%	18,1%
We gather economic information on our operations and operational environment	3,4%	10,6%	29,5%	30%	26,6%
The managers use their personal relationships and networks to identify market opportunities	10,3%	13,8%	28,6%	29,6%	17,7%
The management links with universities and/or other state-managed business centres to mine information about market opportunities.	29,8%	20,5%	22%	15,6%	12,2%
Opportunity Exploitation – Seizing					
We can quickly deal with inter-organizational conflicts in the strategic decision-making process	4,9%	8,8%	36,6%	30,2%	19,5%
We can make timely decisions to deal with strategic problems	4%	7,9%	28,7%	27,7%	31,7%
We can make quick changes, provide quick solutions, to deal with unsatisfied customers	1%	8,7%	25,2%	31,6%	35,5%
We were able to reconfigure resources in time to address the war-crisis	4,8%	12,6%	28,5%	30%	24,2 %
We invest in finding solutions for our	10,3%	9,9%	30,5%	27,6%	21,7%

customers					
We adopt the best practices in our sector	3,9 %	8,7%	27,7%	31,6%	28,2%
We respond to defects or customer problems pointed out by employees	0,5%	4,3%	26,8%	35,4%	33%
We change our practices when customer feedback gives us a reason to change	3,5%	5,9%	27,2%	29,7%	33,7%
The company has taken advantage of opportunities appearing during the crisis	8,2%	14%	36,2%	21,7%	19,8%
Transformation					
The company has changed its business strategy to respond to a crisis or to exploit an opportunity	9%	12%	33%	25%	21%
The company has employed new kinds of management methods to respond to a crisis or to exploit an opportunity	9,9%	12,8%	31%	28,6%	17,7%
The company has employed New or substantially changed marketing method or strategy to respond to a crisis or to exploit an opportunity	12,3%	15,3%	30,5%	25,6%	16,3%
The company has employed Substantial renewal of business processes to respond to a crisis or to exploit an opportunity	10,9%	14,4%	38,6%	24,8%	11,4%
The company has used new technologies to respond to a crisis or to exploit an opportunity	11,4%	19,2%	33,5%	21,2%	14,8%
The company has moved human and non-human resources quickly within operations to face the war-crisis challenges	15,1%	13,7%	30,2%	25,4%	15,6%

Analysing Table 8, we can see that the highest outcome for the statement “We can perceive environmental change before competitors” was 3 points (34.9%), and the lowest outcome was 1 point (8.1%); for the statement “Within the company we discuss the market demand and possible ways to remain open”: the highest outcome was 5 points(32.9%), and the lowest score outcome 1 points (5.2%); for the statement “The managers of the company can fully understand the impact, opportunities and threats, of internal and external environment on the company”: the highest outcome was 4 points (30.2%), and the lowest outcome was 1 point (6.3%); for the statement “The company has a very good information management system”: the highest outcome was 4 points (30.6%), and the lowest outcome was 1 (4.8%); for the statement “The managers of the company have good observation and judgment ability”: the highest outcome was 3 points (30.6%), and the lowest outcome was 1 point (15.5%); for the statement “We use established processes to identify new target market segments, changing customer needs and customer innovation”: the highest outcome was 3 points (35.3%), and the lowest outcome was 1 point (3.9%); for the statement “We gather economic information on our operations and operational

environment": the highest outcome was 4 points (30%), and the lowest one was 1 point (3.4%); for the statememt "The managers use their personal relationships and networks to identify market opportunities": the highest outcome was 4 points (29.6%), and the lowest one was 1 point (10.3%); for the statement "The management links with universities and/or other state-managed business centres to mine information about market opportunities": the highest outcome was 1 point (29.8%), and the lowest onr was 5 points (12.2%); for the statement "We can quickly deal with inter-organizational conflicts in the strategic decision-making process": the highest outcome was 3 points (36.6%), and the lowest one was 1 point (4.9%); for the statement "We can make timely decisions to deal with strategic problems": the highest outcome was 5 points (31.7%), and the lowest one was 1 point (4%); for the statement "We can make quick changes, provide quick solutions, to deal with unsatisfied customers": the highest outcome was 5 points (35.5%), and the lowest outcome was 1 point (1%); for the statement "We were able to reconfigure resources in time to address the war-crisis": the highest outcome was 4 points (30%), and the lowest one was 1 point (4.8%); for the statement "We invest in finding solutions for our customers": the highest outcome was 3 points (30.5%), and the lowest outcome was 1 point (10.3%); for the statement "We adopt the best practices in our sector": the highest outcome was 4 points (31.6%), and the lowest outcome was 1 point (3.9%); for the statement "We respond to defects or customer problems pointed out by employees": the highest outcome was 4 points (35.4%), and the lowest outcome was 1 point (0.5%); for the statement "We change our practices when customer feedback gives us a reason to change": the highest outcome was 5 points (33.7%), and the lowest one was 1 point (3.5%); for the statement "The company has taken advantage of opportunities appearing during the crisis": the highest outcome was 3 points (36.2%), and the lowest one was 1 point (8.2%); for the statement "The company has changed its business strategy to respond to a crisis or to exploit an opportunity": the highest outcome was 4 points (33%), and the lowest one 1 point (9%); for the statement "The company has employed new kinds of management methods to respond to a crisis or to exploit an opportunity" : the highest outcome was 3 points (31%), and the lowest one was 1 point (9.9%); for the statement "The company has employed New or substantially changed marketing method or strategy to respond to a crisis or to exploit an opportunity": the highest outcome was 3 points (30.5%), and the lowest outcome was 1 point (12.3%); for the statement "The company has employed Substantial renewal of business processes to respond to a crisis or to exploit an opportunity": the highest outcome was 3 points (38.6%), and the lowest outcome was 1 point (10.9%); for the statement ". The company has used new technologies to respond to a crisis or to exploit an opportunity": the highest outcome was 3 points (33.5%), and the lowest outcome was 1 point (11.4%); for the statement "The company has moved human and non-human resources

quickly within operations to face the war-crisis challenges": the highest outcome was 3 points (30.2%), and the lowest outcome was 2 points (13.7%).

Business in the post-war period. The recovery and development of small businesses in the post-war period is of great importance. Unfortunately, small businesses can face obstacles in the recovery process. Among the most common obstacles, respondents named the following: finance, corruption, inflation, high prices for raw materials and energy, lack of demand, mined areas, insufficient financial resources, lack of funds in society, high taxes, lack of qualified personnel in the state, bureaucracy, insolvency of customers, human resources, the IT community will not be in a hurry to return to Ukraine, misunderstandings between people, disputes over the "language", problems with company financing and problems with loans, corruption in local governments, lack of easy and low-interest loans, lack of working capital, destruction of material and technical potential and departure of personnel, staff shortages, government intervention, lack of a market, irrelevance of goods or services, high prices, lack of demand, skilled workers with experience, mined Black Sea, difficult logistics, return of foreign competitors, loss of trust and investment, high costs of recovery and reconstruction, high rents, difficulty in finding production buildings that meet all needs, anxiety, insufficient security, mainly economic difficulties.

Among the government's objectives to restore/develop small businesses in the post-war period, the respondents named the following: tax breaks, financial support, affordable loans, fighting corruption, security, clear working conditions for small businesses, support for small and medium-sized businesses, issuing government loans with acceptable repayment terms, rebuilding educational institutions, controlling the quality of education, reconstructing buildings in cities and building new modern buildings with premises for businesses with affordable rent, and reduced taxes – 50% of rent, investment activity, not to interfere with work, economic reforms, consolidated and efficient management of state-owned enterprises, independent financing of territorial communities and financial support for the population, the government should do everything possible to ensure free work for entrepreneurs, reduce the tax burden and introduce simple and affordable automation, support for business, not constant inspections, equality of all businesses before the law, neoligarchic economy, grants, restoration of customers' solvency, development, creation of a safe environment, subsidies, providing professional advice, reducing administrative pressure, introducing programmes, supporting and contributing to development, raising taxes, helping individual entrepreneurs, creating conditions for believing in the future meaning of working in the country, providing state aid in priority sectors, conducting trainings, attracting labour, providing grants/subsidies for starting/reopening a business, introducing tax holidays/reducing the tax rate for a certain period, developing courses at universities to improve skills, allowing regions to stand up their own rules.

It was also mentioned that the government has a key role in supporting and stimulating the development of small businesses after war or conflict. The main tasks for the government include the following:

− Creating a favourable legal environment: the government should

− develop and implement a legal framework that facilitates the development of small businesses, including simplified company registration procedures, tax incentives and property protection;

− Financial support: providing access to financial resources for small

− businesses, including loans, grants and investments. The government may establish special funds or programmes to provide financial support.

− Education and training: providing education and training for

− entrepreneurs and employees of small enterprises to enhance their skills and abilities in the field of entrepreneurship.

Among the factors that would hinder the small business development in the territorial community in the post-war period, respondents chose the following options: high rates of local taxes (46.4%); insufficient financial resources (54.1%); unavailability of credit funds (24.6%); bureaucratic obstacles (47.3%); low solvency of buyers (52.2%); difficulty connecting to engineering networks (16.9%); absence of sewage treatment facilities (10.1%); low qualification of employees and the possibility of their arrangement (29%); lack of the necessary number of qualified employees (38.2%); excessive pressure on the business from the control bodies (35.3%); poor transport accessibility to major markets/consumers (19.8%); public resistance to the enterprise development (4.3%); change in the market market situation (23.7%); the limited opportunity to expand production premises (18.8%). For greater clarity, we present the data in Figure 17.

As we see from Figure 17, the highest rate was for the factor “Insufficient financial resources” (54.1%), and the lowest was for “Public resistance to the enterprise development” (4.3%).

Among the problems that exist in the relationship between business and the authorities (community leaders), respondents named the following: corruption; interference of community leaders; taxes; bureaucratic obstacles; pressure; authorities do not hear entrepreneurs, it is difficult for them, and they still want to kill them with their tariffs and laws; control; openness of the authorities to communication; each side will defend its interests; the city authorities support their business and destroy others; transparency; the authorities will put pressure on small businesses in the pursuit of suppressing corruption, instead of inspecting and punishing "scandalous" businesses; change of priorities; many people have left; terms of service; understanding; money; since it is a transport company, questions about the content of what is being transported, although the company does respond promptly to all requests, including restrictions/prohibition of transportation of even excisable alcohol in the Donetsk direction; therefore, it is doubtful that there will

be big problems for responsible businesses, maximum misunderstandings on the ground; excessive pressure on enterprises by regulatory authorities, lack of solvent customers, unpredictability of the situation in Ukraine, lack of capital, inaccessibility of credit programmes; bureaucracy and complexity of regulatory policy: businesses may find it difficult to navigate the large number of regulations, permits and administrative procedures; bureaucratic barriers may make it difficult to launch new projects and grow businesses; corruption and unfairness: corruption issues can create obstacles for businesses, as they may face demands for bribes or unfair practices from the authorities; tax policy: high taxes or unreasonable tax rates can affect the profitability of businesses and their ability to grow; disputes and conflicts of interest: disputes and conflicts of interest can arise between different business groups and between different levels of government, making cooperation difficult; lack of communication and openness: businesses and authorities can face problems in communication and openness, which can lead to misunderstandings and negative perceptions of one side of the other; populism; lack of comprehensive support.

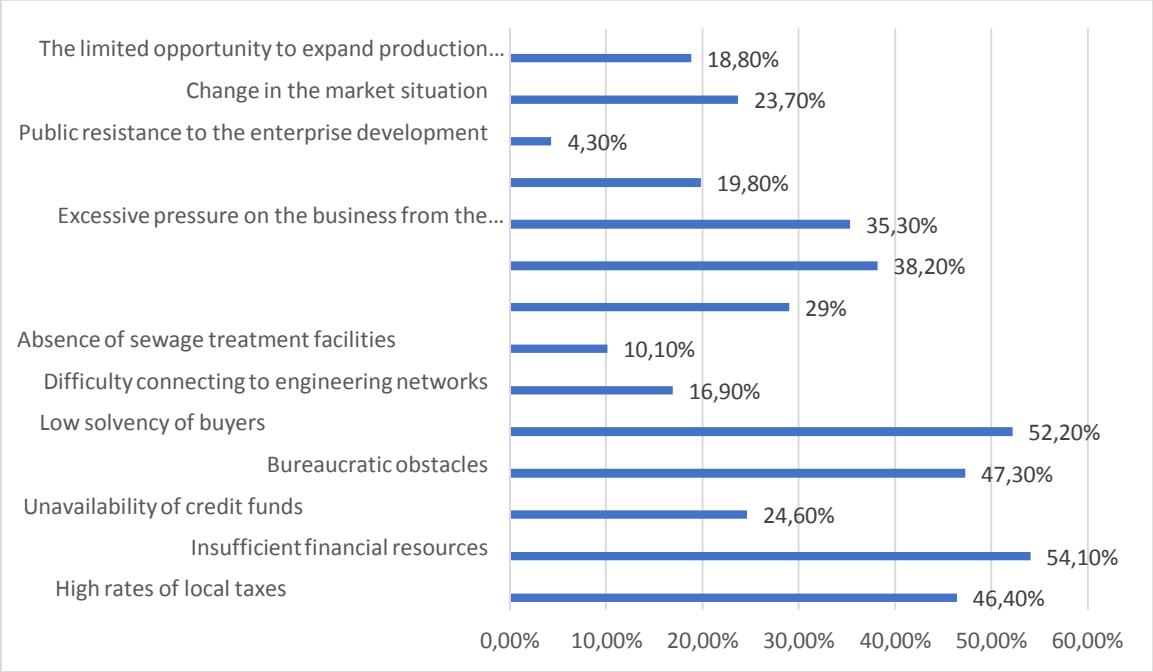

Figure 17 Factors that will hinder the business development in the territorial community in the post-war period

One of the respondents had an interesting opinion: “In my opinion, there are several problems that can arise in the relationship between business and the authorities or community leaders. Here are some of them: corruption, excessive

regulations, unfavourable tax environment, lack of interaction and communication, insufficient involvement of business in decision-making.These problems can create obstacles for business development and lead to distrust between business and government. It is important to work on building and strengthening mutually beneficial relations to ensure sustainable development of the community and business."

Regarding the support expected by small businesses from the state/city authorities/community, respondents chose the following options from the proposed options: financial support (60.5%); creating business support infrastructure (Business Support Centers) (38%); The business promotion (popularization) (33.7%); consulting services provision (consultations, meetings, etc.) (26.3%); Information services Provision (informing, newsletters, etc.) (23.8%); The company will not need any support (20%) (Figure 18a).

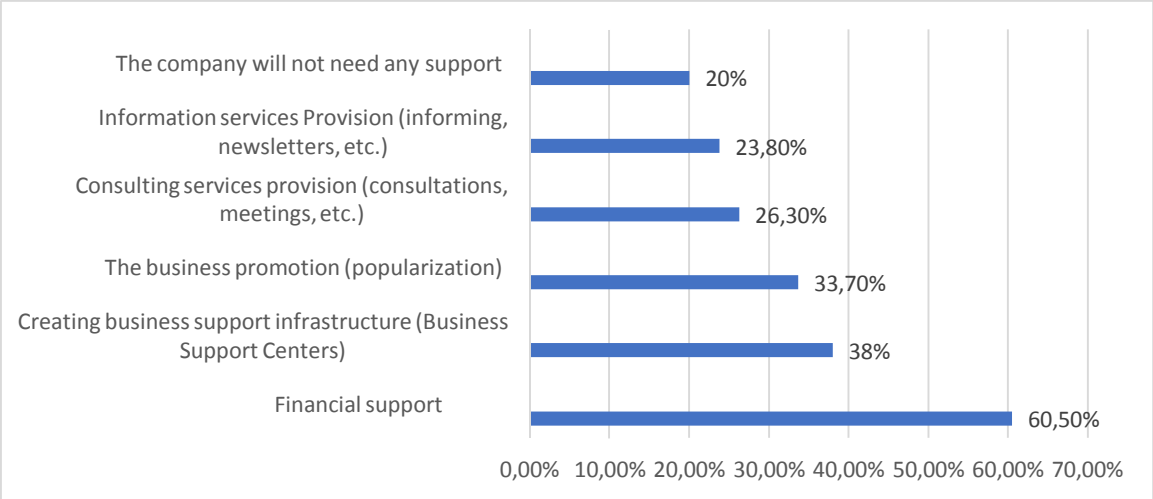

Figure 18a Support for Small Business Development from the State/City Government/Community

Thus, 88.1% of small businesses need information support, 60.5% need financial support, and 20% of small businesses do not need any support (Figure 18b)

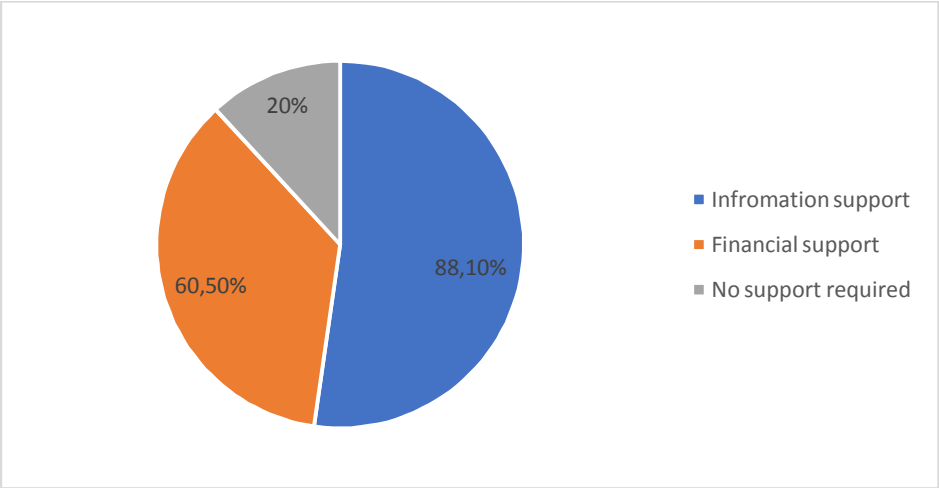

Figure 18b Relevant Types of Support for Enterprises

Among the challenges that businesses may face in the post-war period, respondents named the following: taxes; lack of demand; bureaucracy; corruption; insufficient finance; people's insolvency, low income; labour resources; high logistics prices, lack of resources, export barriers; increased rental costs, procurement of goods; fewer customers; lack of skilled workers and current assets; instability; and human resources; material security; corruption on the part of the authorities in the process of registration; competitive pressure from foreign companies; small number of qualified personnel, reduced solvency of buyers, inaccessibility to old suppliers; economic instability, violation of the law, loss of markets and customers; damage to infrastructure, social problems; closed borders; Russians; if a missile comes; lack of skilled workers and financial problems among the population. It was also noted that during the war, small businesses became vulnerable, unlike large network companies, and they suffer the most from new problems and challenges. As many as 62% of micro- and 43% of small businesses stopped exporting and failed to resume it, while 35% of medium-sized and 37% of large businesses did.

Among the priorities for small businesses in the post-war period, respondents named the following: boosting Ukraine's economy; quality, affordable pricing; supporting small businesses rather than suppressing them further; timely payment of counterparties, stability of pricing policy in the market; changing management methods; eliminating corruption in all inspection structures, making the taxation procedure logical, and providing financial support only to promising, socially useful and transparent businesses; to stay in business; flexibility; development of production, attraction of skilled workers; reproduction of the economy; improvement of corporate culture; development in digitalisation; improvement of the quality of services and goods; entry into new markets; increased labour mobility; financial support from the government; quick response to changing circumstances, attracting customers, improving the quality of services;

maintaining quality and affordable prices; solvency of the population; search for new markets; and restoring the customer base; support from the state (legislative acts, business support, business lending with adequate interest rates; aggressive marketing policy, work on the client's territory, product personalisation; entering into agreements with larger companies (which have small business support programmes) to build a development plan; providing jobs, supporting Ukrainian producers of goods and feed, expanding the list of services, opening new outlets, hiring more narrow specialists; відновлення інфраструктури: Infrastructure rehabilitation: supporting small businesses in building and rebuilding essential infrastructure that was destroyed as a result of the conflict; Financial support: providing access to financial resources and credit for small businesses to recover and grow; and supporting education and training: Training and development of skills of entrepreneurs and employees of small businesses to increase their competitiveness; anti-corruption and anti-malpractice: ensuring transparency and honesty in dealing with the authorities and avoiding corruption and malpractice; support for innovation: encouraging the development of innovations and the introduction of new technologies to increase the productivity and competitiveness of small businesses; engagement in international cooperation: cooperation with international organisations and partners to obtain assistance and resources for small business development; regulatory reform: simplifying and improving regulatory policies and administrative procedures for small businesses; and job preservation and creation: supporting small businesses in maintaining and creating new jobs in a rebuilt society; social responsibility: focusing on the social responsibility of small businesses, including community support and the restoration of social systems; stimulating entrepreneurship: encouraging the creation of new businesses and the development of an entrepreneurial spirit among young people and other groups; economic costs, higher business costs; restoring financial stability, resuming production and supply chains, rebuilding customer relationships, identifying new opportunities, attracting support from the government and international organisations, and ensuring sustainable development; winning the war will be difficult without a functioning business that allows Ukrainians to support themselves and the Armed Forces of Ukraine; In the post-war period, the priorities for small business operations and development may include: Creating a favourable business environment, providing access to finance, developing entrepreneurial skills and education, supporting innovation and technological development, providing access to markets, and creating favourable conditions for the development of entrepreneurship in rural areas.

Among the ways of selling in the post-war period, respondents named the following: no way; contracts; online; offline; continue exporting agricultural products; distributors and retailers; social networks; offers to new customers, retention of old customers; no plans until the environmental component is known; through public procurement; as now, everything depends on the situation; no way,

the company will be liquidated; marketing; advertising; cold and hot calls; the company is generally popular, so only continuation of the marketing policy, participation in humanitarian programmes, support for small businesses, meeting customer needs and prompt resolution of issues, i.e. maintaining the existing image and developing/testing new services; market analysis; adaptation to new conditions; restoration of relations with customers; development of marketing campaigns; communication with customers; monitoring and analysis of results.

40.2% of respondents said that the creation of a local logistics centre in the community could help businesses. 40.2% have not decided (Fig. 19).

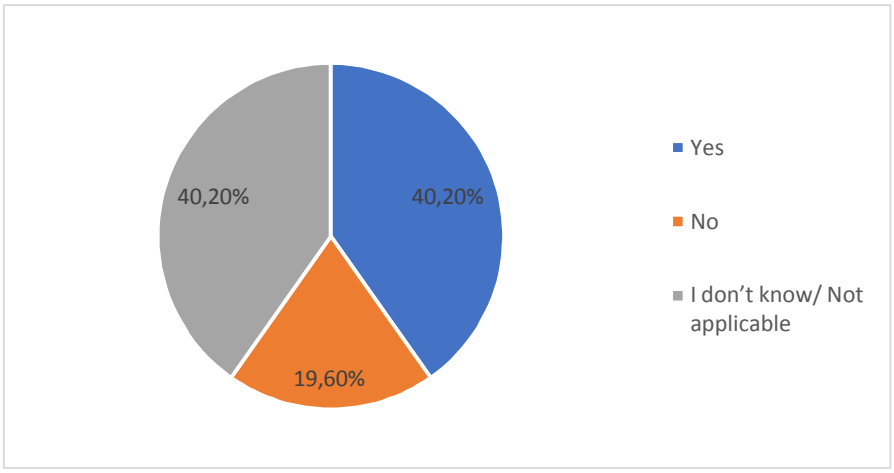

Figure 19 – Creating a Local Logistics Centre in the Community to Help the Business

45.4% of the respondents indicated that they need consulting help of specialists in business recovery, while 19.5% of the respondents have not decided (Figure 20)

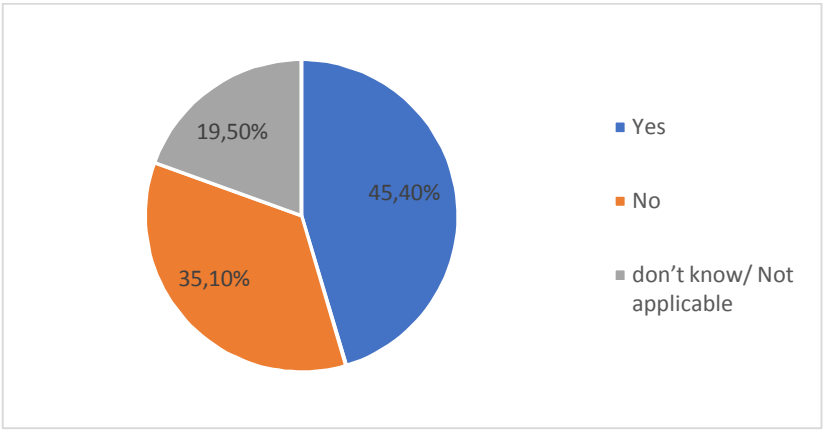

Figure 20 – Consulting Help of Specialists in Business Recovery

61.5% of the respondents indicated that they would like to undergo training to improve entrepreneurial skills, 23.4% hesitated with the answer(Figure 21)

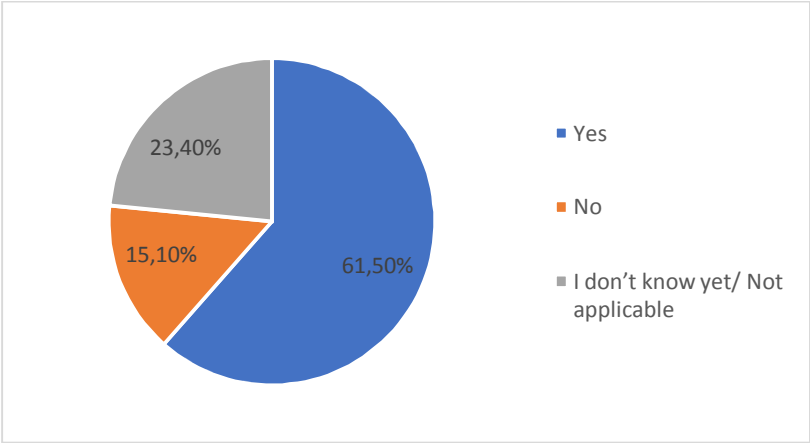

Figure 21 – Training to Improve Entrepreneurial Skills

Among the proposed topics, the respondents chose the most relevant ones: Finance Management (59.9%); Entrepreneurship Fundamentals (40.8%); Human Resources Management (48.7%); Economic Analysis (48.7%); Procurement Management (40.1%); Image and Ethics in Managerial Activity (41.4%) (Figure 22). (Рис.22)

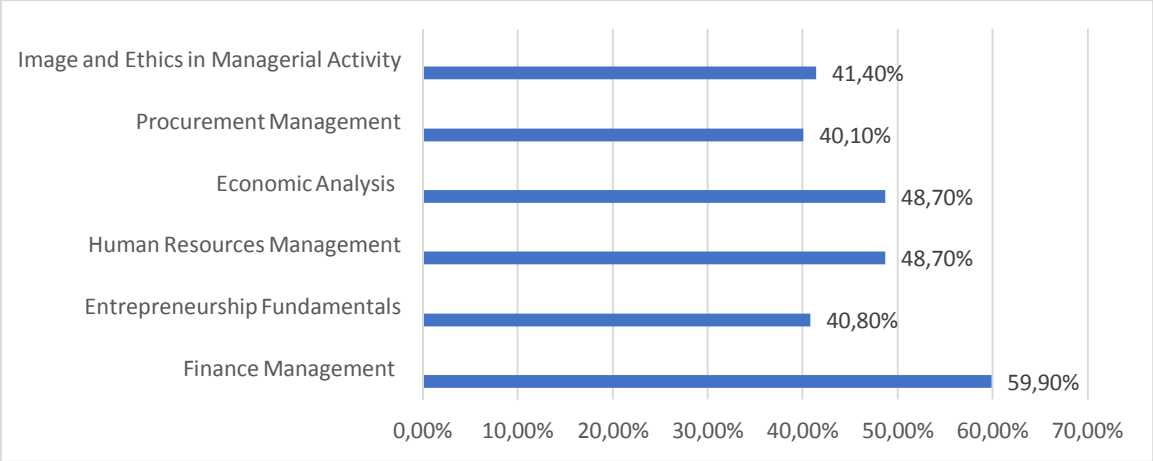

Figure 22 – The Most Relevant Topics

70.5% of the respondents believed that soft skills are essential for small businesses. 23.2% of respondents were undecided (Figure 23).

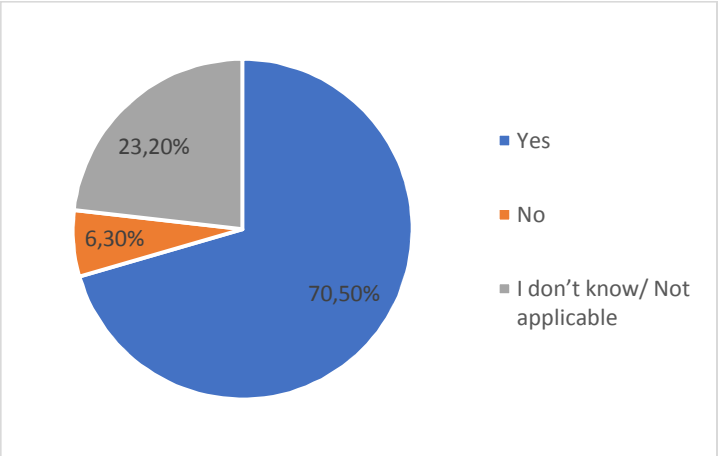

Figure 23 – The Necessity of Soft Skills for Small Business

The respondents who indicated that soft skills are necessary for small business development were asked to choose the most relevant ones. Thus, the respondents preferred soft skills as follows: communication skills (68.3%); emotions regulation (41.5%); critical thinking (65.9%); conflict resolution skills (64%); leadership skills (53.7%); team management skills (60.4%); time management skills (48.2%) (Figure 24)

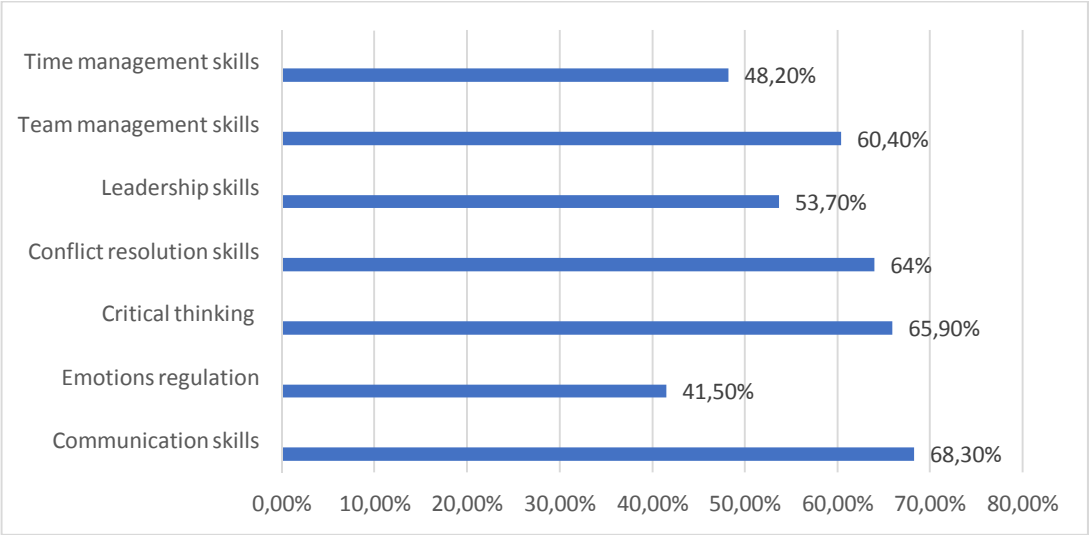

Figure 24 – Soft skills for Entrepreneurs

As can be seen from Figure 24, the soft skills most preferred by the respondents were "communication skills" (68.3%), and the least preferred were "emotion regulation" (41.5%).

Thus, the obtained data shows that despite the war and other challenges, small businesses continue to grow.

Conclusions

The Russian Federation's military intervention in Ukraine's territory on 24 February 2022 has dramatically changed the life of society. The invasion affected all spheres of life in our country. This has particularly affected small businesses in local communities as a component of the country's economy. Some individual entrepreneurs had to close their businesses due to economic inexpediency. Other individual entrepreneurs had to relocate their businesses to safer communities or even abroad. But we can also observe a good trend of new businesses starting up in wartime. According to the Opendabot service, as of 30 March 2022, more than a thousand small businesses were opened every day.

As of September 2023, there were 465,000 small businesses. The largest number of small businesses were opened in Kyiv, the Kyiv region, the Odesa, Lviv, Kharkiv, Dnipro, Poltava regions, and the smallest number in the Transcarpathian, Volyn, Ternopil, Luhansk, Zaporizhzhia, Kherson, and Donetsk regions, as well as the Autonomous Republic of Crimea and Sebastopol.

It was determined that today small businesses are opening in the following areas: retail trade, computer programming, personal services, wholesale trade, catering, transport, information services, education, wholesale and retail trade in automobiles.

The main goal of the project was to enrich the current knowledge on how (if at all) wartime conditions affect SMEs and entrepreneurs, to understand and respond to the enormous war crisis, how they operate and adapt during the crisis, and to investigate the effectiveness of various forms of institutional support.

In order to achieve the project goal, we developed a questionnaire that included three thematic blocks: general information about the respondent; general questions about the company; and questions about identifying opportunities, using opportunities, and changes during the military crisis.

The survey has shown that despite the military crisis, Ukrainian business has prospects for development. It is valuable that respondents want to improve their entrepreneurial skills.

The research project results will provide managerial guidelines to SMEs and to communities, on the ways that SMEs can face challenges and seize opportunities in the Ukrainian market. These guidelines could include for example the exploration of new markets, the identification of priority areas for business, recommendation of logistics routes, and creation of logistics public hubs, involvement of public-private partnership mechanisms, cooperation and competition strategies for value-creation and knowledge enhancement. A future bid on training migrants and veterans in entrepreneurship and small business management, and training communities on how to help migrant and veterans start-up new businesses

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Appendix

Appendix 1

Thank you for reading this. The University of Portsmouth Business School and the Institute of Economics and Management of the Odessa Polytechnic National University would like to invite you to participate in our UK-Ukrainian Twinning Grants Scheme funded research project on *"Dynamic Capabilities building in Ukrainian SMEs for development and growth in the framework of post-war restoration of territorial communities of Ukraine"* by completing this questionnaire.

It is entirely up to you whether you participate but your responses would be valued. We are embarking this project to identify possible pathways for survival and growth of SMEs during and after the war-crisis.

The questions asked in the questionnaire are divided in three thematic areas:
a. General Questions about the Company b. General Questions about the Respondent and c. Questions about opportunities' identification, opportunities exploitation and change, in times of war-crisis.

Please answer each of the following questions as requested, providing examples if asked.

Information will be mined by owners and managers of Ukrainian SMEs. The data mining will take place in Ukraine. Participants will fill in the questionnaire at a convenient for them time. The time needed to complete the questionnaire should not exceed 30 minutes.

This research is anonymous. We do not need your name or any identifying details; the questionnaire can be completed anonymously and all reasonable steps will be taken to ensure confidentiality. Data collected will be kept in a password protected shared drive and will be used for research purposes only.

Should you like us to share the results of this research with you, please let us know and we will be happy to do so.

Thank you very much for consenting to participate. Should you have any questions please contact:

Name of the Data Collection Officer:

Telephone Number:

Email:

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GENERAL CHARACTERISTICS OF THE RESPONDENT

(Insert an X were appropriate)

1. Which position do you hold in the company?

□ Owner/ Co-owner □ Employee

□ Manager □ Other (please explain)……..

2. For how long have you been in this position?

□ During the last 6 months □ For 1-5 years

□ For around a year □ For more than 5 years

3. Do you have a business-related educational background?

□ Yes, my education is related to business and management

□ No, my education is not related to business and management

4. What is your age?

□ 18-25 years old □ 46-55 years old

□ 26-35 years old □ 56-65 years old

□ 36-45 years old □ more than 66 years old

5. With which gender do you identify?

□ Male □ Female

□ Other

6. With which ethnicity do you identify?

□ Ukrainian □ Other (please indicate)……..

□ Russian

GENERAL CHARACTERISTICS OF THE COMPANY

(Insert an X were appropriate)

7. In which industry does your company belong?

Please define clearly……

8. For how long does this company operate?

□ Less than a year □ 10 to 20 years

□ 1 to 4 years □ 21 to 30 years

□ 5 to 9 years □ More than 31 years

9. Who is the main owner of your business?

□ The state □ Legal entities registered in Ukraine

□ The Community □ Foreign entities

□ Physical entities (including individual entrepreneurs) □ Joint Venture

10. How did your business operate before the full scale invasion?

□ Online □ Offline

□ Both

11. How many employees did the company occupy before the Russian Invasion?

□ Total number of permanent employees (owners excluded):……

12. How many employees does the company occupy now?

□ Total number of permanent employees (owners excluded):……

13. What was the gender of the majority of your employees before the Russian Invasion?

□ Mainly male □ Mainly Female

□ Around a 50%-50% split between men and women

14. What was the gender of the majority of your employees after the Russian Invasion?

□ Mainly male □ Mainly Female

□ Around a 50%-50% split between men and women

15. How many production units does your company owe in Ukraine?

□ The company owns (total number) …….. production unit (s) in the Ukraine

□ The company doesn't own production units in Ukraine

16. Does the company export, or is otherwise engaged in any internationalization activity?

□ Yes □ No

17. For how much time has your company, continuously and consistently, been exporting or engaged in any other internationalization activity?

□ Less than a year □ 10 to 20 years

□ 1 to 4 years □ 21 to 30 years

□ 5 to 9 years □ More than 31 years

□ The company was never internationalized

18. In which of the below markets the major part of its turnover comes from (choose one)?

□ In the local market □ In the national market (along Ukraine)

□ In the regional market □ In the international market

19. In which of the following markets your company is involved? [Indicate X for any valid option(s)]

□ In the local market □ In the market of the Middle East

□ In the regional market □ In the markets of the Far East and the rest of Asia

□ In other regions, but not in all over Ukraine □ In the African markets

□ In the national market (along Ukraine) □ In the market of Northern America

□ In the Balkans Market □ In the markets of Southern America

□ In the European Market □ In other international markets :…….

20. Does the company have special computer software to manage customers?

❑ Yes, which one? ❑ No

21. Have you ever registered the name of a certain product that you manufacture to the patents' body/ institution?

- ❑ Yes
- ❑ No

22. In times of war crisis, the competitive pressure for your company is getting:

- ❑ More intense
- ❑ Remains at the same level
- ❑ Milder

BUSINESS CHALLENGES AND OUTCOMES <u>BEFORE</u> THE RUSSIAN INVASION

Please indicate how much you agree with each of the following statements

(1=not at all/ strongly disagree, 5=very much/ strongly agree)

23. High rates of local taxes hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

24. Insufficient financial resources hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

25. Unavailability of credit funds hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

26. Bureaucratic obstacles hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

27. Low solvency of buyers hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

28. Difficulty connecting to engineering networks hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

29. Absence of sewage treatment facilities and the possibility of their arrangement hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

30. Low qualification of employees hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

31. Lack of the necessary number of qualified employees hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

32. Excessive pressure on the business from the control bodies hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

33. Poor transport accessibility to major markets/consumers hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

34. Public resistance to the enterprise development hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

35. Change in the market situation hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

36. The lack of opportunities to expand production premises hindered the business development in the territorial community before the full-scale invasion?

1: Strongly Disagree	2	3	4	5: Strongly Agree

INDUSTRY CONDITIONS

Please indicate how much you agree with each of the following statements

(1=not at all/ strongly disagree, 5=very much/ strongly agree)

In the industry the company belongs:

37. The product or service in the industry updates quickly

1: Strongly Disagree	2	3	4	5: Strongly Agree

38. The acts of competitors are difficult to predict

1: Strongly Disagree	2	3	4	5: Strongly Agree

39. The technology in our industry progresses quickly

1: Strongly Disagree	2	3	4	5: Strongly Agree

40. It is difficult to predict the change of customer needs

1: Strongly Disagree	2	3	4	5: Strongly Agree

BUSINESS CHALLENGES AND OUTCOMES AFTER THE RUSSIAN INVASION

Please indicate how much you agree with each of the following statements

(1=not at all/ strongly disagree, 5=very much/ strongly agree)

After the Russian Invasion:

41. We had to work with restrictions since the start of a full-scale invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

42. We work without changes (as we did before the invasion)

1: Strongly Disagree	2	3	4	5: Strongly Agree

43. We had to completely stop our business activity

1: Strongly Disagree	2	3	4	5: Strongly Agree

44. We have resumed our activity (if it was suspended)

1: Strongly Disagree	2	3	4	5: Strongly Agree

45. We have suspended our activity and plan to resume during the full-scale invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

46. It is hard for the company to ensure the security and safety of employees, assets, and operations.

1: Strongly Disagree	2	3	4	5: Strongly Agree

47. The continuous environmental uncertainty has negatively affected the prospects of the company.

1: Strongly Disagree	2	3	4	5: Strongly Agree

48. We face more difficulties than before in accessing entrepreneurial finance.

1: Strongly Disagree	2	3	4	5: Strongly Agree

49. We are severely challenged by damages in transportation networks, utilities, communication networks and systems, and other essential services.

1: Strongly Disagree	2	3	4	5: Strongly Agree

50. We face challenges related to limited access to vital resources, such as electricity, fuel, water and skilled labour.

1: Strongly Disagree	2	3	4	5: Strongly Agree

51. We face severe supply chain disruptions (disrupted transportation routes, availability of raw material, customs and access to harbours, airports etc)

1: Strongly Disagree	2	3	4	5: Strongly Agree

52. Foreign customers and suppliers do not trust us as a company, because we operate in a war-zone.

1: Strongly Disagree	2	3	4	5: Strongly Agree

53. It is harder to find and retain labour/ employees after the Russian invasion.

1: Strongly Disagree	2	3	4	5: Strongly Agree

54. The company remains mostly remains open and keeps operating even with some disruptions

1: Strongly Disagree	2	3	4	5: Strongly Agree

55. The cost of operation has significantly increased after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

56. Our production has been severely disrupted after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

57. The revenue/ profit of the company has significantly decreased after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

58. The company struggles to maintain its financial liquidity after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

59. The company struggles to pay its employees or/and debts or/and taxes after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

60. The company has received financial support (eg funding, tax-reliefs, postponement of payments etc) from the state to remain open after the Russian invasion.

1: Strongly Disagree	2	3	4	5: Strongly Agree

61. The company has received non-financial support, (eg advise, networking opportunites etc) from the state or any government bodies to remain open after the Russian invasion.

1: Strongly Disagree	2	3	4	5: Strongly Agree

62. The company has received non-financial support, (eg management advice for business incubation and acceleration) from universities or relevant business centres.

1: Strongly Disagree	2	3	4	5: Strongly Agree

63. The company has managed to find new Ukrainian customers after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

64. The company has managed to find new foreign customers/ export to new markets after the invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

65. The company has managed to develop new products/ services after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

66. The company has managed to operate in a more cost efficient way after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

67. The company has embraced new technologies, eg online sales, after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

68. The company's has adopted more remote working patterns after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

69. The company cooperates more with other SMEs in the same industry after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

70. The quality of our products/ services has been negatively affected after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

71. We have seen growth in export market sales/ revenue after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

72. We have seen growth in our Export profit after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

73. We have seen growth in Export market's share after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

74. We have seen improvement in our Return on sales (ROS) after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

75. We have seen improvement in our Return on export investments after the Russian invasion

1: Strongly Disagree	2	3	4	5: Strongly Agree

OPPORTUNITIES AND TRANSOFMATION

Please indicate how much you agree with each of the following statements

(1=not at all/ strongly disagree, 5=very much/ strongly agree)

Opportunity identification

76. We can perceive environmental change before competitors

1: Strongly Disagree	2	3	4	5: Strongly Agree

77. Within the company we discuss the market demand and possible ways to remain open

1: Strongly Disagree	2	3	4	5: Strongly Agree

78. The managers of the company can fully understand the impact, opportunities and threats, of internal and external environment on the company

1: Strongly Disagree	2	3	4	5: Strongly Agree

79. The company has a very good information management system

1: Strongly Disagree	2	3	4	5: Strongly Agree

80. The managers of the company have good observation and judgment ability

1: Strongly Disagree	2	3	4	5: Strongly Agree

81. The company's managers participate in professional association activities

1: Strongly Disagree	2	3	4	5: Strongly Agree

82. We use established processes to identify new target market segments, changing customer needs and customer innovation

1: Strongly Disagree	2	3	4	5: Strongly Agree

83. We observe best practices in our sector

1: Strongly Disagree	2	3	4	5: Strongly Agree

84. We gather economic information on our operations and operational environment

1: Strongly Disagree	2	3	4	5: Strongly Agree

85. The managers use their personal relationships and networks to identify market opportunities

1: Strongly Disagree	2	3	4	5: Strongly Agree

86. The management links with universities and/or other state-managed business centres to mine information about marker opportunities.

1: Strongly Disagree	2	3	4	5: Strongly Agree

Opportunity Exploitation – Seizing

87. We can quickly deal with inter-organizational conflicts in the strategic decision-making process

1: Strongly Disagree	2	3	4	5: Strongly Agree

88. We can make timely decisions to deal with strategic problems

1: Strongly Disagree	2	3	4	5: Strongly Agree

89. We can make quick changes, provide quick solutions, to deal with unsatisfied customers

1: Strongly Disagree	2	3	4	5: Strongly Agree

90. We were able to reconfigure resources in time to address the war-crisis

1: Strongly Disagree	2	3	4	5: Strongly Agree

91. We invest in finding solutions for our customers

1: Strongly Disagree	2	3	4	5: Strongly Agree

92. We adopt the best practices in our sector

1: Strongly Disagree	2	3	4	5: Strongly Agree

93. We respond to defects or customer problems pointed out by employees

1: Strongly Disagree	2	3	4	5: Strongly Agree

94. We change our practices when customer feedback gives us a reason to change

1: Strongly Disagree	2	3	4	5: Strongly Agree

95. The company has taken advantage of opportunities appearing during the crisis

1: Strongly Disagree	2	3	4	5: Strongly Agree

Transformation

96. The company has changed its business strategy to respond to a crisis or to exploit an opportunity

1: Strongly Disagree	2	3	4	5: Strongly Agree

97. The company has employed new kinds of management methods to respond to a crisis or to exploit an opportunity

1: Strongly Disagree	2	3	4	5: Strongly Agree

98. The company has employed New or substantially changed marketing method or strategy to respond to a crisis or to exploit an opportunity

1: Strongly Disagree	2	3	4	5: Strongly Agree

99. The company has employed Substantial renewal of business processes to respond to a crisis or to exploit an opportunity

1: Strongly Disagree	2	3	4	5: Strongly Agree

100. The company has used new technologies to respond to a crisis or to exploit an opportunity

1: Strongly Disagree	2	3	4	5: Strongly Agree

101. The company has moved human and non-human resources quickly within operations to face the war-crisis challenges

1: Strongly Disagree	2	3	4	5: Strongly Agree

BUSINESS IN THE POST-WAR PERIOD

102. In your opinion, what will be the obstacles to business recovery in the post-war period?

.....
.....
.....
.....

103. What the main tasks for the government to restore/develop small businesses should be in the post-war period?

.....
.....
.....
.....

104. What factors do you believe that will hinder your business development in the territorial community after the full-scale invasion? (NOT MORE THAN FIVE)

□ High rates of local taxes

□ Insufficient financial resources

□ Unavailability of credit funds

□ Bureaucratic obstacles

□ Low solvency of buyers

□ Difficulty connecting to engineering networks

□ Absence of sewage treatment facilities

□ Low qualification of employees and the possibility of their arrangement

□ Public resistance to the enterprise development

□ Lack of the necessary number of qualified employees

□ Change in the market situation

□ Excessive pressure on the business from the control bodies

□ Poor transport accessibility to major markets/consumers

□ The limited opportunity to expand production premises

105. In your opinion what, will be the problems in business relations with authorities (community leaders)?

.....
.....
.....
.....

106. What support for business development do you expect from the state/city government/community?

□ Financial support

□ Creating business support infrastructure (Business Support Centers)

□ The business promotion (popularization)

□ Consulting services provision (consultations, meetings, etc.)

□ Information services Provision (informing, newsletters, etc.)

□ The company will not need any support

107. What problems may your business face in the post-war period?

.....
.....
.....
.....

108. In your opinion, what should be the priorities for the of small businesses activity/development in the post-war period?

.....
.....
.....
.....

109. How do you plan to advance sales in the post-war period?

.....
.....
.....
.....

110. Do you think that creating a local logistics centre in your community could help your business?

□ Yes □ No

□ I don't know/ Not applicable

111. Do you need any consulting help of specialists in business recovery?

□ Yes □ No

□ I don’t know/ Not applicable

112. Would you like to undergo training to improve entrepreneurial skills?

□ Yes □ No

□ I don’t know yet/ Not applicable

113. If you have answered yes, please choose the most relevant topics in your opinion

□ Finance Management

□ Entrepreneurship Fundamentals

□ Human Resources Management

□ Economic Analysis

□ Procurement Management

□ Image and Ethics in Managerial Activity

114. Do you think that soft skills are important for small business development?

□ Yes □ No

□ I don’t know/ Not applicable

115. If you answered yes, please choose the most relevant soft skills for entrepreneurs in your opinion

□ Communication skills

□ Emotions regulation

□ Critical thinking

□ Conflict resolution skills

□ Leadership skills

□ Team management skills

□ Time management skills

Thank you very much for your time and participation in our research project.