

The Impact of Business Process Systematization on the Stability of Beauty Projects During Periods of Economic Uncertainty

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Abstract. Economic crises are killing beauty salons at an alarming rate. People drastically reduce spending on "non-essentials", and trips to the salon are the first to be cut. But the strange thing is that some salons close in six months, others somehow live the same conditions and even come out stronger. The secret is not in the location, not in the prices, not even in the skill of the staff. The secret is whether there are systems in the cabin or whether everything rests on the intuition of the owner and the knowledge of a few key people. This article analyzes how the systematization of business processes determines who will survive the crisis and who will not. We consider why beauty salons are especially vulnerable during economic storms, how systematization creates stability through financial transparency, documented processes, a normal client base, and quality standards. But we also honestly talk about the dark side - when excessive systematization kills liveliness and turns the salon into a soulless conveyor belt. The key is in the balance: systematize finances, customer base, inventory, basic standards, but leave room for creativity, human communication, flexible solutions. We show how to start systematizing in small steps without crazy budgets and why the crisis is paradoxically the best time for this. The main conclusion is simple: in conditions of constant instability, systematization is not a luxury, but a basic infrastructure of survival.

Keywords: systematization of business processes, beauty salons, economic crisis, business stability, management in conditions of uncertainty.

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Introduction

Most beauty salons work like this. The owner knows everything about all the customers by heart. Masters who have been there for years also remember everything - who comes when, what they like, how much they pay. If a client calls to make an appointment, someone goes to the phone and looks in the notebook - well, it's free at three o'clock, let's go at three o'clock. Or not freely, then on Thursday. No systems, just a pencil and notebook.

Running out of materials? Someone notices that there is almost no paint, shouts to the owner, and calls the supplier. Sometimes they forget, the client comes, but the right shade is not available - that's a mess. Prices? Well, a normal haircut is three hundred hryvnias, but if the client looks like they can take more, then they take four hundred. Or if the owner urgently needs to close the hole in the cash register, then there are no discounts for anyone today.

A new girl came to work? She is placed next to an experienced craftswoman: watch how Olya does it, repeat. I watched it for a week - come on, try it yourself, only on simple clients at first. Folders with instructions, quality standards, checklists - this is all for large networks, and in a regular salon, everything is already clear.

Money? Cash at the cash desk, card - to the owner's card. Checks are put into a package. Once a month or when the tax office reminds, the owner sits down with these checks, tries to figure out how much was earned, how much was spent, cries over the Excel spreadsheet, which she keeps up her sleeve.

But you know what? It works. Really works when everything is fine. Customers come because they like it here, it has its own atmosphere, they are known here. Money goes. The owner buys herself a new iPhone once a year, the craftsmen get a good salary. Everything is spinning.

And then some disaster begins. Covid, war, the economy has fallen - it doesn't

matter what exactly. Customers suddenly stop coming.

Results

Systematization is a word that makes beauty salon owners allergic. It sounds like something corporate, boring, something that kills all the charm and soulfulness. Folders with instructions as thick as a brick are imagined, robot employees who read scripts instead of live communication, bureaucracy as in state institutions.

In fact, systematization is simply when you write down how you do something so that it can be repeated without you. All. Not rocket science. For example, you have a customer registration process. Now it is in Lena's administrator's head - she knows that new clients need more time, that with one craftswoman you can't perform two complex procedures in a row because she gets tired, that there are always fewer people on Tuesdays. Systematization is to take and write down these rules. So that when Lena gets sick or quits, someone else can open the folder and do the same.

Why don't salon owners do it? First, sloths. Honestly, I'm just too lazy to sit down and write it all down. Secondly, it seems that there is no time - it is necessary to serve customers, earn money, and not write papers. Thirdly, it's scary that it will kill creativity and an individual approach - we're not McDonald's, every client is special to us. Fourthly, many do not even understand how to do it - where to start, what to write, how to structure.

And these fears and laziness cost the business life when a crisis comes. Because a salon without systems is a house of cards that depends on the owner's luck and personality. A breeze - and everything falls apart [6, p.46].

Let's look at a typical unsystematized salon in more detail. Morning, opening. The administrator comes, turns on the light, looks in the notebook with notes - yes, today at ten o'clock Marina Petrivna is getting dyed, at twelve o'clock a new client is getting a haircut, at two o'clock... stop, someone crossed something out, I can't

make it out. He calls the craftswoman: "Listen, who's there at two o'clock?" The craftswoman: "But someone made an appointment, I don't remember, look in the phone in the messenger, there was correspondence there."

Maryna Petrivna arrives. The administrator has known her for five years, remembers that she likes coffee with milk and talking about cats. The new girl, who was replaced yesterday, does not know this, offers tea. Marina Petrivna is a little wary - something is wrong, the mood is wrong. A trifle, but unpleasant.

The craftswoman paints. Uses the shade that "Marina Petrivna always did", but nowhere is the exact number, proportions, exposure time recorded. If this craftswoman fell ill, the other would not be able to repeat it exactly. Maryna Petrivna would once have received a completely different result and would have been offended.

After the procedure, the administrator punches "dyeing long hair - 800 hryvnias" at the cash register. Why 800? Because it has always been like that. Is the cost of materials taken into account? How much time did the craftswoman spend? What is the cost? Nobody knows. Maybe this service is generally in the red, but it seems that it is profitable.

The craftswoman receives a percentage of the proceeds. How many percent? It depends on how she agreed with the owner a year ago. Each craftswoman has her own percentage, no one knows why it is so, maybe someone was offended that another one had more. Total salary for the salon per month? The owner counts manually every time, sometimes makes mistakes, conflicts arise.

Materials end unexpectedly. No one keeps track of how much is spent. They order either when it runs out completely (the client waits while they go to buy more at the nearest store at double the price), or on the contrary, they buy too much and it lies as a dead load in which the money is frozen.

New craftsmen learn by the "look and repeat" method. No quality checklists, service standards, safety regulations (except the minimum mandatory ones). Everyone does as they see fit. The result - the quality jumps from "wow" to "horror" depending on who exactly did it and in what mood [4, p.79].

Finances are a separate song. The owner keeps an Excel table, where she enters the income once a week from memory or by checks. He records expenses when he remembers them. Sometimes he forgets. As a result, the understanding of where the business actually is - in the plus or minus, which services are profitable - is very approximate. Decisions are made based on feelings: "It seems that we are earning less lately, we need to raise prices" or "It seems that materials are more expensive than steel, we need to order cheaper ones."

Customer base? In my head, plus scattered phone numbers in various messengers. Who came for the last time, who hasn't appeared in a long time and should be reminded about themselves, who spends how much on average - no one keeps track of this systematically.

It all works when everything is fine. The owner keeps a million details in her head. Old craftsmen know all customers and all nuances. Customers forgive jabs because they are "their own". There is enough money to spare. But this is a ticking time bomb. And when a crisis erupts, it detonates instantly.

A crisis begins. Customers drastically reduce visits or disappear altogether. Revenue drops by a third, a half, sometimes more. And here, the unsystematized interior turns out to be completely defenseless.

The first problem is not understanding where the money actually flows. It is necessary to cut costs sharply, but what exactly to cut? The owner does not know which services are profitable and which are unprofitable. She cuts everything in a row or, on the contrary, is afraid to cut

something important and does not cut anything. Fires the craftswoman who was the most profitable, because she personally did not like her very much. Leaves materials that appear to be important, but in reality have almost no demand. Stops doing advertising, although right now it is necessary to keep in sight so that customers do not forget. All decisions are blind.

The second problem is the loss of key people. One or two experienced craftsmen who maintained quality are leaving. Maybe they were fired in a panic, maybe they left themselves because the salary fell and they found a more stable place. Their personal clients go with them (because no one maintained a centralized database, the clients were "craftsmen") and all the informal experience goes - how to work with whom, where it lies, what are the nuances. The owner stays with the new girls who don't even know the basics because there was never any proper training.

The third problem is a sharp drop in quality. Without standards and procedures, without experienced people who knew "how to do it right", the quality of services becomes a lottery. One client gets a good result, another - horror. Word of mouth works fast, especially negative word of mouth. The customers who still remained begin to flee.

The fourth problem is that inefficiency kills dramatically at low margins. When there was a lot of money, you could afford to order materials chaotically, sometimes overpaying, sometimes throwing out expired ones. It was possible to keep extra staff. It was possible not to optimize the work schedule. Now every hryvnia is on the account, and the salon continues to work inefficiently, because no one knows how to do otherwise - there are no systems.

The fifth problem - panic of the owner paralyzes decision-making. The owner of the salon without systems kept everything in her head, was the center of everything.

Now she is under terrible stress, does not sleep, cannot think clearly. Makes impulsive decisions - either sharply lowers prices (although it may be necessary to raise them to premium services), then shortens working hours (although it may just be necessary to expand to capture other segments), then tries to do everything by itself (and finally burns out). There is no data for decisions, no processes that would work without it, no team that could pick up some of the load [1, p.160].

The result is predictable. The salon closes in six months to a year. The owner is shocked - "We worked successfully for five years!" Yes, but they worked on luck in favorable conditions. And when the conditions became unfavorable, it turned out that there was no foundation.

Now let's look at the salon, which managed to systematize at least minimally before the crisis. Not perfect, not one hundred percent, but I did the basic things.

They have normal financial records. At any time, the owner can open the table (or the program, if you have already reached this level) and see: coloring brings 40% of revenue and a margin of 60%, haircuts - 30% of revenue but a margin of only 20%, manicure - 20% of revenue and a general margin of 5%, other - 10%. When a crisis hits and it is necessary to cut costs, the solution is obvious: focus on painting, where the margin is good, it is possible to raise the price (customers who are painted are less sensitive to the price because it is a necessity for them). Leave haircuts but do not emphasize them. Remove the manicure altogether or outsource it - why keep a craftswoman if this service barely pays for itself?

They have prescribed processes for basic operations. When an experienced craftswoman resigns (because no one has canceled the crisis and people are leaving), the owner takes out the "Training of a new employee" folder. There is a step-by-step checklist - what you need to know, what you should be able to do, what the quality standards are, how to communicate with

clients, where what lies, who to ask what. The new girl is taught not by "watch and repeat", but by a structured program. After two weeks, it can already work independently and clients do not experience a catastrophic drop in quality.

They have a client base - a normal one, in a CRM system or at least in a Google spreadsheet. When a crisis begins and customers stop coming so often, the owner does not sit idly by. She looks at the base: yes, Olena Vasylivna has not been there for two months, although she used to go every month. He calls or writes: "Elena Vasylivna, long time no see, how are you? We missed you! Maybe we can sign up for next week?" Or makes a mailing to loyal customers: "Times are difficult for everyone, so we give a 20% discount for our regular customers." Not all will return, but some will. And an unsystematized salon does not even know who to call or write to, because there is no list [5, p.139].

They have clear quality standards with checklists. Even when everything falls apart, craftsmen know that these points are always mandatory. Consultation with the client is mandatory. Allergy test during painting is mandatory. Control of the result before the client leaves is a must. A call the day after a complicated procedure is a must. This keeps the quality at an acceptable level even when everyone is stressed and wants to score on everything.

They have an understanding of the cost of each service. When costs need to be optimized, they know exactly where to save without compromising quality. Might switch to a slightly cheaper but still quality brand of materials for those services where clients won't notice the difference. You can agree with the supplier on a payment delay or a volume discount (because they know exactly how much they order and can show it in numbers). It is possible to optimize purchases - instead of chaotic orders upon the fact of completion, make planned ones according to the schedule, which is cheaper.

They have a clear staff motivation system - everyone knows what they are getting paid for, everything is transparent. When in a crisis it is necessary to temporarily reduce the salary, the owner can come and say: "Look, here are our numbers, the revenue has fallen by 40%, we are all in the same boat. I propose to temporarily change the payment scheme so-and-so. As soon as the revenue returns to such-and-such level, we will return to the old scheme. Who agrees?" And it does not look like deception or arbitrariness, because everything is based on data that can be seen.

A systematized salon in a crisis has an incredible advantage - it knows what is happening and can make decisions based on facts, not panic. Can adapt quickly, because not everything depends on one person. It can maintain quality because there are standards. He can retain customers because he manages the database and works with it. It can optimize costs intelligently, because it sees the structure of costs.

Their revenue is also falling. But they do not close. They are waiting. And when the crisis passes, it turns out that half of the competitors have closed, and their customers come to the systematized salon. Business after the crisis becomes even stronger than before it.

But we must be honest - systematization is not a panacea and is not always good. There are salons that systematized so much that they killed everything alive and warm that they had. And this is also a problem [3].

Imagine a salon where everything is spelled out down to the smallest detail. The administrator meets the client and reads the script: "Good afternoon, welcome to Krasa salon, my name is Olena, I will help you today, please go to the waiting area and they will bring you coffee or tea." Word for word, like a robot. The craftswoman performs the procedure strictly according to the instructions - 10 minutes for consultation (timer!), 5 minutes for

preparation, 40 minutes for the procedure itself, 5 minutes for styling. If the client wants to talk longer - sorry, the schedule, the next client is waiting, you have to make time.

The client asks to do something a little differently than usual, to experiment. Master: "Sorry, this is not part of the standard procedure, I need to coordinate with the administrator, and the administrator coordinates with the owner, wait a minute." After 15 minutes: "The owner says that it is possible, but it will cost an additional 300 hryvnias because it is non-standard work." The client is surprised - they used to do it without problems simply because the craftswoman saw that it would be better that way.

The owner of such a salon looks at the reports and sees: the craftswoman Olya spent 10 minutes more on the client than the standard, this is ineffective, you need to talk to her. He ignores the fact that this client is regular, spends a lot, and these 10 minutes were spent on creating trust and a good mood, after which the client also bought a care product for 500 hryvnias. But in the report it looks like a "deviation from the standard".

Craftsmen hate such a system. They don't feel like professionals, but cogs on the conveyor belt. The best leave because they are uninterested and stuffy. There are those who simply follow instructions without thinking. Creativity dies. Customers feel that it is somehow cold and soulless, like McDonald's - fast, standard, but not cozy.

And when a crisis comes, such a resystematized salon also has problems. Because he is too rigid, he cannot adapt quickly. All processes are prescribed for specific conditions. Have conditions changed? It is necessary to rewrite all the instructions, rearrange, train the staff in a new way. It's long. While they are rewriting the instructions, the market has already changed three times [1, p.159].

Plus, the staff, who are used to following instructions stupidly, do not

know how to think with their head in non-standard situations. And the crisis is a completely non-standard situation. The client asks for installments or payment deferral - the administrator does not know what to do, there is no such thing in the instructions, the owner is not there, the client leaves offended. The material ran out in the middle of the procedure due to supply problems - the craftswoman is in a panic, because the instructions say to use this very material, and she does not know how to replace it, she was not taught to think.

So the systematization of the systematization of differences. There is a reasonable systematization that gives structure but leaves room for humanity, creativity, and adaptation. And there is a stupid systematization that suffocates all life and makes business a soulless machine.

The key question: what exactly should be systematized in the beauty salon, and what should be left flexible?

It is definitely necessary to systematize finances. No creativity is needed here. Accounting of income, accounting of expenses, understanding the profitability of each service, control of money flow - all this should be clear, transparent, and systematic. An accounting program, or at least a normal table, which is maintained daily and not once a month when remembered. Without it, business is blind.

It is necessary to systematize the client base. Who came, when, what they did, how much they spent, when was their birthday, what features and wishes - all this should be in one place. A CRM system is ideal, but you can even start with a Google spreadsheet. The main thing is to conduct regularly and completely. This allows you to work with clients proactively instead of reactively.

Inventory management must be systematized. What, how much, when we order. Which residues are critical. Who is the supplier, what conditions, what terms. Who is responsible for the order? It simply saves money and nerves.

Basic standards of quality and safety are essential. Not detailed instructions for each movement, but checklists of key points. "When dyeing, the following must be done: 1) allergy test, 2) protection of the client's clothes, 3) control of exposure time, 4) high-quality washing, 5) checking the result with the client." This ensures that no one will do something dangerous or completely of poor quality.

It is necessary to systematize the process of training new employees. Not just "watch and repeat", but a structured program - what should a beginner know, what is the sequence of training, what are the control points before admission to independent work. This speeds up learning and improves quality.

It is worth systematizing basic administrative processes - how to record customers, how to process complaints, how to accept payment, how to close a shift. Just so that there is no chaos and that anyone can replace the administrator.

And what should not be systematized? The creative part of the master's work. How to do a haircut, styling, make-up is an art, you need freedom here. Of course, there are basic techniques and rules, but prescribing each movement in detail is killing creativity.

There is no need to systematize communication with clients using scripts. You can have general recommendations - be polite, attentive, offer coffee - but not dictate every word. People sense falsehood [2, p.93].

It is not necessary to systematize the adoption of non-standard decisions. There should be room for improvisation when the situation calls for it. The client forgot her wallet - you can make an exception and let her pay tomorrow. This should not be in the manual, it should be a matter of employee common sense.

The golden mean is when there are clear frameworks for things that should be stable and predictable (finances, security, basic standards), and there is freedom for things that require flexibility and humanity

(creativity, communication, non-standard situations).

The owner of the salon reads all this and thinks: "Okay, I'm convinced, something needs to be systematized. But I imagine months of writing instructions, a lot of money for consultants and programs, time off from work... It's better not to start at all."

Stop. It's not necessary. Systematization doesn't have to be a big scary project. You can start small, a little at a time, from the most painful places.

The first step is to choose one of the most painful problems. What annoys you the most? Constantly running out of materials at the most inopportune moment? Start by organizing your inventory. Are administrators confusing records and customers facing or waiting? Start with a normal booking calendar. Don't know how much you really earn? Start keeping a simple table of income and expenses every day [3].

One problem. One solution. Do not try to systematize everything at once.

The second step is to make it as simple as possible. No need to buy an expensive CRM for \$1000 per year. Get started with a free Google Sheet. There is no need to write a 50-page manual. Write a one-page checklist. You don't need to hire a consultant for crazy money. Sit down on a weekend with a laptop and think for yourself.

The simplest tool that solves the problem is the perfect tool.

The third step is to attract employees. Don't make the system in a vacuum and then don't throw it to the employees "that's the way it should be, do it." Ask them: "Girls, what annoys you the most about our work? What makes life difficult?" Let them say the problems themselves. Then think together how to solve it. When people themselves participate in the creation of a system, they accept it and adhere to it.

Step four is to start using and adjust as you go. Do not wait until the system is perfect. Made a basic version - started

using it. After a week, we looked: what works, what doesn't, what needs to be fixed. Corrected. They worked for another week. They looked again. And so gradually the system becomes operational.

Step five - when the first system has worked and has become a habit, take on the next problem. Until otherwise, everything will fall apart because there are too many changes at the same time.

During the year of such a gradual approach, the salon becomes many times more systematized than before. No crazy investments, no separation from work, no staff resistance. Just small steps, one problem at a time.

It sounds crazy: a crisis, everything is on fire, revenue has fallen, people are in a panic - and right now you need to deal with systematization? When is it time?

But in fact, the crisis creates ideal conditions for changes that would never happen in normal times.

First, a crisis creates a sense of urgency. When everything is fine, the owner thinks "I'll do it later, but now it works like that." When everything is bad - it is clear that "then" may not come, something must be done now. The postponement ends [4, p.78].

Secondly, the crisis destroys the illusion that it is possible to do without systems. When a business thrives, it seems that the personal skill of the owner is the key to success. The crisis shows that this is not the case, that personal skill does not scale and will not save when everything flies into the abyss. It becomes obvious that infrastructure is needed.

Thirdly, in a crisis, people are ready to change. In normal times, employees resist changes - why, they are used to working like this. In a crisis, when the alternative is to close the salon and lose your job, people are much more open to trying a new approach. "Let's try, it can't get any worse."

Fourth, the crisis frees up time. Paradoxically, when there were fewer customers, the owner and employees had time that was previously filled with work.

This time can be used to build systems. Instead of sitting and depressing that there are few customers, you can do something useful for the future.

Fifth, systematization in a crisis gives a quick tangible effect. When things are bad, even small improvements are noticeable and gratifying. We implemented normal accounting and realized that one service was unprofitable - we removed it and immediately improved our finances a little. We systematized the work with the base and returned several old customers - immediately increased the revenue a little. These small victories give you the energy to keep going.

So, paradoxically, the crisis is the best moment to start systematizing the business. Do not wait for everything to get better - it may never get better. Use the crisis as an excuse to finally do something that should have been done a long time ago.

The salon, which systematized during or before the crisis, comes out of it not just alive - it comes out stronger.

After the crisis, the economy recovers, customers return, and revenue grows. But the market landscape has changed. Half of the competitors have closed. Those who remained - often in a weakened state, are still around. And the systematized salon is ready to grow.

It can scale because it does not depend on one person. The owner can open a second point, because in the first everything works according to processes and without her constant presence. Can hire more masters because there is a structured training system. It can expand the range of services because it has a system for introducing new ones.

It can maintain quality while growing because there are standards and control. Unsystematized salons often collapse when trying to grow - quality drops, customers are dissatisfied, reputation suffers. Systematized salon grows without loss of quality.

It attracts the best employees. Professionals want to work where there is a structure, where the rules of the game are clear, where they are paid stably and transparently. Chaotic salons attract only those who have not been taken anywhere else. Systematized salon can choose the best [5, p.207].

It has a better reputation among customers. Word of mouth radio works: "There is always quality, always on time, everything is clearly organized, it's a pleasure to come." It brings new customers without advertising costs.

It has a higher owner's satisfaction with life. The owner of a systematic salon does not work 24/7 in firefighter mode. She can go on vacation and the salon will continue to work. Can devote time to the family. Can think strategically about development instead of drowning in operational routine. The business works for her, not she for the business.

And most importantly, he is ready for the next crisis. Because crises are repeated. Every few years something happens. Salon that survived one crisis thanks to systematization, survived the next one much easier. And the salon that survived the previous crisis with luck, may not leave in the next one.

Systematization is not a one-time "done and forgotten" action. It is a process, a culture, a way of thinking. The salon, once systematized, continues to improve systems, adapt them, and improve them. And every year it becomes stronger, more stable, more ready for any challenges.

Conclusions. Systematization in the beauty business is not about turning a cozy salon into a soulless corporation with instructions for every sneeze. It's about surviving when everything flies into the abyss. The crisis shows the true face of business - either you have a foundation in the form of clear processes, financial accounting, documented standards, or you rely on the bare luck and personality of the owner. Luck runs out quickly when the economy storms. Salons without systems

are closing en masse - not because the services are bad or the owners are stupid, but because there is no infrastructure that would withstand the blow. The owner is drowning trying to keep everything in her head, key people leave and take away knowledge, quality jumps, clients run away, expenses fly into space because no one knows where the money really goes. Systematized salons are also suffering from the crisis, their revenue is also falling, but they see what is happening, can make decisions based on data and not panic, maintain quality even when experienced people leave, retain customers through normal work with the base. The difference is not that they have better masters or better location - the difference is in the availability of systems [6, p.46].

But the systematization of the systematization of differences and here one must not overdo it. A salon where everything is written down to the smallest detail, where employees read scripts like robots, where there is no space for humanity and creativity is also doomed. Customers leave because they feel fake and cold. Masters are fired because they are stuffy and uninteresting. Business becomes rigid, cannot adapt when it is necessary to change quickly. The golden mean is to systematize what should be stable and predictable (finances, customer base, stocks, basic safety and quality standards, personnel training), and leave freedom where flexibility is needed (creative work of masters, live communication with customers, non-standard solutions in unique situations). It is a balance of structure and chaos, where structure gives stability and chaos gives life.

Starting to systematize the salon is easier than it seems. You don't need big budgets, consultants, or months off from work. It is necessary to choose one of the most painful problems, solve it in the simplest way, involving employees in the process. After a month, take on the next problem. In a year of such an approach, the salon becomes unlike its former self - organized, efficient, but without losing its

soul. And paradoxically, a crisis is the best time to start. It creates urgency, destroys illusions that it is possible without systems, makes people open to changes, frees up time that was previously blocked by routine. Using the crisis as a catalyst for change is a smart strategy.

The beauty business in Ukraine exists in conditions of permanent instability - sometimes economic crises, sometimes pandemics, sometimes war. This is not an exception, it is the norm. A salon built on the owner's intuition and the informal knowledge of several people is doomed sooner or later to break under another blow. A salon that has systematized processes, clear financial accounting, documented standards, structured training, a normal client base - has a chance to

survive any storms and come out of them stronger. Systematization is not bureaucracy for the sake of bureaucracy, not a fashion tribute to "corporateness", not something for large chains and not for small salons. This is the basic infrastructure of survival in conditions of constant uncertainty. Infrastructure that allows not just to stay afloat when everything around is sinking, but to grow, develop, capture the market, build a business that works for the owner and not the owner for the business. And the most important thing is to be ready for the next crisis, because it will inevitably come. The question is not whether there will be the next crisis, but whether your salon will survive it.

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