

- можливість отримати професійну та ефективну роботу з гостями, доступну лише мережевим готелям;
- можливість отримати важливий набір компетенцій: автоматизація бізнес-процесів, впровадження методик збільшення прибутковості та послуги revenue-менеджера;
- можливість використовувати готові налаштовані процеси для збільшення ефективності продажів, які адаптуються під специфіку готелю;
- можливість вирішити традиційно болючі питання діджитал-маркетингу та наповнення сайту за кілька тижнів;
- відсутність постійних витрат та необхідності авансувати роботу з продажу та бронювання у міжсезоння;
- керівник може більш ефективно використати свій час, який раніше витрачався на щоденні рутинні тактичні питання;
- можливість отримувати зручні інструменти для аналізу та планування роботи всього готелю: плани продажу, регулярні аналітичні звіти про динаміку зростання, завантаження, відгуки клієнтів;
- можливість показати економічний ефект від повноцінної служби роботи з клієнтами у короткостроковій та середньостроковій перспективах;
- середнє збільшення обсягу продажів у перший рік роботи повнофункціональної служби продажу та бронювання, до 25 % доходу;
- при повноцінній співпраці підвищується ефективність маркетингових інструментів на основі даних, що вимірюються;
- зниження частки витрат на ОТА за рахунок збільшення прямих продажів готелю.

У модифікованих або гібридних схемах роботи завжди є ризики, але й переваги необхідні для розвитку готелів та ринкової присутності.

**Висновок.** Таким чином, нові умови ведення бізнесу, що постійно змінюються (і здебільшого не в кращу сторону), ставлять перед власниками та керуючими готелів нові вимоги до професіоналізму персоналу, швидкості прийняття ними ефективних рішень. Для когось це стає проблемою, а для когось можливістю, тому що дозволяє швидше і вище зростати. Але змінюється не тільки методи ведення бізнесу, з'являються нові методи організації праці. І ключовим фактором успіху тепер стає вміння поєднувати різні підходи і застосовувати інновації.

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## **THE IMPACT OF THE WAR ON THE RESTAURANT AND HOTEL BUSINESS IN UKRAINE**

**Abstract.** Theses examine the impact of the war in Ukraine on the hotel and restaurant business. The state of industries from the beginning of hostilities to today is analyzed. Obstacles faced by employees of the hotel and restaurant business have been identified. Ways of development of the industry in the post-war period are indicated.

**Key words:** hotel and restaurant business, the war in Ukraine.

After the brutal large-scale invasion of Russia, Ukrainian business had to adapt to the realities of war under stressful conditions. For the hotel and restaurant business, this was another shock after two years of the pandemic.

The war in Ukraine immediately affected booking figures for the spring-summer season, especially in the group segment. A large number of booked group bookings were canceled during March and not rebooked for the summer season. At present, inbound tourism is mainly based on individual travelers and small volunteer groups, as well as domestic travel, regional corporate travel.

In general, the situation on the hospitality market in Ukraine depends very much on the region. Thus, with the onset of a full-scale invasion, many businesses in this sector have suspended operations for security reasons, lack of demand, technical reasons, or damage or destruction from shelling. As of today, business has stopped in the south and east of our country, but it continues to develop in the center and west. When in the spring, many hotels and restaurants in the center and in the west worked as volunteer hubs, where meals were prepared for refugees or residents of the regions most affected by the war settled in for free, as of today, new food and accommodation establishments are actively being built and opened here.

As a result of the war, thousands of Ukrainians were forced to leave their homes and move to other regions. Absence of usual living conditions, compacted forced living of a large number of people in small areas, impossibility to prepare food in their own kitchens. As a result, as of the current month, the demand for hotels, cottages and ordinary residential apartments exceeds the proposition.

Despite a significant slump in the first months of the war, today most of the catering establishments of the western regions have reached the pre-war level in terms of sales. As for the hotel and restaurant business in the western region of Ukraine, a large number of companies in this sector did not work for a certain period after February 24. And, as of today, some of them have not resumed their work in full. One of the reasons for the fairly rapid recovery of the hotel and restaurant sector in western Ukraine was the forced and sudden arrival of a large number of internally displaced persons in this region. For people who were forced to leave their homes unplanned, it became a huge stress [2].

The main problem that occurred at the beginning of the war was logistics. After all, in the first months of the war, there were interruptions in supply, lack of usual products. Most of the catering establishments got out of the situation by reducing certain items in the menu or by replacing the usual ingredients with craft ones (for example, they used self-baked bread for sandwiches, etc.). However, this cannot be said about those restaurants whose profile is seafood and sushi, because they suffered the most because the cost of importing products has increased greatly. Therefore, one of the main trends will be a reduction in the number of foreign ingredients and repurposing to a more familiar cuisine .

Many Ukrainian cafes and restaurants quickly recovered and began to contribute to Ukraine's victory. Some of them changed the format and began to provide hot meals to the military and territorial defense, others delivered food to people hiding in bomb shelters and subway stations. Now every day more and more food establishments are opening, operating under threat, sometimes in cities with constant shelling. They continue to work on creating jobs, supporting the Ukrainian economy and bringing victory closer. It is difficult for some enterprises to survive, because in some cases it is even more unprofitable to work than to close, but they do not give up, giving people at least some sense of «lost» normality, helping those who need it most, and, of course, helping Ukraine. Despite heavy losses and constant shelling, the Ukrainian restaurant business remains afloat, supporting the army and the Ukrainian economy. Cooperating with volunteers, delivering lunches to the elderly and internally displaced persons, introducing the practice of «hanging coffees» and «hanging pizzas» for the military and medics — they do everything to support Ukrainians in difficult times [1].

The impact of the war on the personnel of the hotel and restaurant industry is significant. So, during the war, more than 4 million people left, and a large number of them are HoReCa workers.

These are about 500-700 thousand people such porters, waiters, maids. That is why a volunteer project was launched, which helps Ukrainians from our field to find work in the EU. According to Andriy Mahaletskyi, the head of the Ukrainian Culinary Association, the main goal of this project is to encourage Ukrainians to adapt abroad and become financially independent. It is also important to gain work experience in foreign hospitality establishments and further use it in the conditions of the Ukrainian economy after the return of these citizens [3].

In the conditions of the war in Ukraine, it is already necessary to take care of modernizing the hotels from the point of view of security. Tourism expert Oleksandr Chornyj is convinced of this, and he voiced forecasts for the recovery of the industry. In his opinion, it is already necessary to think about significant modernization of resort hotels from the point of security view. The new reality will dictate the request from guests for the presence of a bomb shelter in the hospitality establishment, and already for other services and options. Even long after the war, the availability of shelter will prevail over unlimited Wi Fi and the first line by the sea [4].

Undoubtedly, hospitality establishments cannot in any way prevent the devastating impact of war. However, they can at least try to optimize core business processes in order to minimize this impact. For this, it is first of all important to save the business itself and not to lose the cash flow completely. It is necessary to analyze and control the costs and revenues of a hotel or restaurant more often than before. If we talk about profitability, then it can take a back seat, since it is important to save the company itself, employees and market share. In the conditions of a decrease in income, the owner of the enterprise can offer to pay employees wages for the amount of work performed, and not a fixed amount (for example, for an hour of a shift — for waiters or for the number of cleaned rooms — for maids). You should also not neglect the quality of service, instead, both hotels and restaurants can be recommended to reduce the list of services. Thus, the restaurant should leave on the menu those dishes that are easy to prepare, consist of affordable ingredients and are popular among customers. This allows you to save on warehouse space and facilitates the work of the staff. Hotels may also reduce the range or time of provision of certain services (for example, reduce the opening hours of the spa or kids' club).

Regarding the prospects for the development of the hotel and restaurant business after the war, international tourism partners are ready to open businesses in Ukraine, create jobs and help develop the industry after the end of hostilities. Today, interest in Ukraine is great. On the initiative of the President, we are talking about the memorialization of certain places in Ukraine in order to create a kind of memory routes. Many people will want to visit those places that have already become symbols of this war. Beach tourism will have to be forgotten for a while — demining will continue.

Given that Ukrainians are hardworking, indomitable and quickly adaptable people, the process of restoring the hotel and restaurant business, despite its complexity, will become a new bright page in the world of tourism [5].

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