

# УПРАВЛІННЯ ЯКІСТЮ ТА БЕЗПЕЧНІСТЮ

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## **BEHAVIORAL MECHANISM OF CONSUMERS OF HOTEL AND RESTAURANT SERVICES DURING MARTIAL LAW**

**Introduction.** The hotel and restaurant business is in a state of crisis: since the beginning of the war, its second stage has begun, which overlapped with the pandemic crisis. However, even during the pandemic, business professionals tried to manage consumer behavior, which is a priority factor in shaping a company's competitiveness.

**Problem.** In the conditions of martial law in Ukraine, one of the global problems of hospitality business is the formation of close relation-

## **ПОВЕДІНКОВИЙ МЕХАНІЗМ СПОЖИВАЧІВ ГОТЕЛЬНО- РЕСТОРАННИХ ПОСЛУГ ПІД ЧАС ВОЄННОГО СТАНУ**

**Вступ.** Готельно-ресторанний бізнес перебуває у стані кризи: від початку війни розпочався другий її етап, який наклався на пандемічну кризу. Проте навіть під час пандемії фахівці бізнесу намагалися керувати споживчою поведінкою, яка є пріоритетним фактором у формуванні конкурентоспроможності компанії.

**Проблема.** В умовах воєнного стану в Україні однією з глобальних проблем ведення бізнесу гостинності є формування тісних сто-

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ships with consumers. Determining the behavioral mechanism of consumers during the war is a defining stage in the formation of the strategic vector of enterprise activity.

*The aim* of the article is to determine the mechanisms of behavior of consumers of hotel and restaurant services and to establish the main directions of hotel business development.

**Methods.** The methods of systematization, analysis and synthesis, graphical, tabular, etc. are applied.

**Results.** Changes in the preferences and priorities of choosing an object of the hotel and restaurant business have been established. It was determined that scientific works do not pay attention to the methods of researching consumer loyalty in crisis conditions. Currently, the hotel and restaurant businesses have more threats than opportunities and more weaknesses than strengths. Based on the results of the research, a package of additional hotel services was formed, which will become a supporting factor for the country in wartime conditions.

**Conclusions.** The restoration of work is currently possible with the application of positive patriotic ideas in the management of the hotel business. Ukrainian consumers are interested in flash mobs and creative ideas aimed at supporting Ukrainian soldiers. Experts believe that after the end of hostilities on the territory of Ukraine, it is foreign tourists who will be interested in services that are undoubtedly related to the ethnic characteristics and history of our country.

*Keywords:* hotel business, consumer behavior, hotel and restaurant services, consumer, martial law.

сунків зі споживачами. Встановлення поведінкового механізму споживачів під час війни є визначальним етапом формування стратегічного вектора діяльності підприємств.

*Метою* статті є визначення механізмів поведінки споживачів готельно-ресторанних послуг та встановлення основних напрямів розвитку готельного бізнесу.

**Методи.** Застосовано методи систематизації, аналізу та синтезу, графічний, табличний та ін.

**Результати дослідження.** Встановлено зміни у вподобаннях та в пріоритетах вибору об'єкта готельно-ресторанного бізнесу. Визначено, що в наукових працях не приділяється уваги методам дослідження лояльності споживачів у кризових умовах. Наразі підприємства готельно-ресторанного бізнесу мають більше загроз, аніж можливостей, та більше слабкостей, аніж сил. За підсумками дослідження сформовано пакет додаткових готельних послуг, які стануть підтримуючим фактором і для країни в умовах війни.

**Висновки.** Відновлення роботи в управлінні готельним бізнесом наразі можливе із застосуванням позитивних патріотичних ідей. Українських споживачів цікавлять флешмоби та креативні ідеї, спрямовані на підтримку українських воїнів. Експерти вважають, що після завершення бойових дій на території України саме іноземні туристи будуть зацікавлені в послугах, пов'язаних з етнічними особливостями та історією нашої країни.

*Ключові слова:* готельний бізнес, поведінка споживачів, готельно-ресторанні послуги, споживач, воєнний стан.

**JEL Classification:** F02; F51; F53; E64

**Introduction.** Modern conditions have become a turning point for the field of hospitality in Ukraine. In recent years, consumer demands have changed. Considering the fact that the hotel and restaurant business has entered the next phase of the war crisis and the management of enterprises is becoming even more difficult. Therefore, it is necessary to understand the theoretical issues of managing the behavior of consumers of hospitality services in the conditions of martial law and to determine the directions of the post-war development of the hotel business.

**Problem.** The Ukrainian hotel business is in the conditions of a large-scale crisis caused by two historical stages. First, the fundamental challenges of the COVID-19 pandemic have caused a restructuring of the hospitality industry. The security of the provision of tourist and hotel and restaurant services was not a distinctive feature of the activities of hospitality enterprises

during the period of disruptions. Business has moved into the digital service sector. So far, February 2022 has become the second push to change the organizational and economic component of running a hotel and restaurant business. The invasion of the Russian Federation on the territory of Ukraine in the first two weeks led to a global crisis of all infrastructure facilities.

Thus, food establishments that were not in the occupied territories and whose management quickly reacted to the current military situation, changed their organizational structure and directed their actions to support the Ukrainian army. That is, many enterprises of the restaurant business have lost their main mission. From elite, craft cuisine, they adapted to ordinary, available Ukrainian dishes, which should currently satisfy the needs and provide volunteer support to the Ukrainian consumer [1].

Based on such critical changes in the hotel and restaurant business, it becomes necessary to study the behavior of consumers in modern conditions and to find new directions for the development of the Ukrainian hotel and restaurant business.

**Analysis of recent research and publications.** The topic of hotel and restaurant business management in the conditions of global transformations is gaining relevance in the scientific world. A significant scientific achievement in the study of this problem to date is the research of domestic and foreign scientists, namely: A. Mazaraki, T. Melnyk [1], I. Antonyuk, A. Medvedeva [2], S. Melnychenko, O. Avdan [3], M. Boyko, E. Stopchenko [4], R. Braithwaite, D. Henig [5], E. Carpi [6], A. Harb [7], M. Šuligoj [8], C. Thorleifsson [9] and many other scientists. The problem of the economic crisis and the exit of enterprises from it is revealed in the works of the above-mentioned authors. The works of S. Melnychenko, O. Avdan are devoted to concepts of the development of the Ukrainian tourism brand. Scientists determine the main aspects in the introduction of the hotel and restaurant business in the conditions of global transformations. A. Mazaraki, T. Melnyk – Strategy of economic security of Ukraine in conditions of global transformations. E. Stopchenko, M. Boyko – Digital functionality of supplementing business processes of the hotel industry. The fundamental research of the authors is aimed at the strategic directions of development of the hotel and restaurant business in Ukraine. Innovative business management is presented in the works.

The political-historical experience in the processes of restoration of tourism and the field of hospitality after the state of war in other countries of the world is illuminated in the work "The impact of war and terrorism on the tourism and hospitality sector in Lebanon" and "Hospitality as Diplomacy in Post-Cosmopolitan Urban Spaces: Dervish Lodges and Sofra-Diplomacy in Postwar Bosnia and Herzegovina". The experience of countries regarding the restoration of the hospitality sector is of great importance for the formation of strategic thinking in the management of the hotel and restaurant business of Ukraine.

At the same time, there are few publications in the available literature that determine the directions of measures to evaluate and manage consumer behavior in the conditions of global transformations, although this is a guarantee of competitiveness and exit from the crisis. Considering the fact that the hotel and restaurant business has entered the next phase of the war crisis and the management of enterprises is becoming even more difficult. Therefore, it is necessary to understand the theoretical issues of managing the behavior of consumers of hospitality services in the conditions of martial law and to determine the directions of the post-war development of the hotel business.

*The aim* – to determine the behavioral mechanism of consumers of hotel and restaurant services and establish the main directions of hotel business development.

**Methods.** The information base of the study is the publications of domestic scientists on the problems of managing consumer behavior in a COVID-19 pandemic and martial law. The methods of systematization, analysis and synthesis, graphical, tabular, etc.

**Results.** In 2010–2020, Ukraine showed positive trends in tourism development indicators: the number of visitors and overnight stays, the structure of visitors by regions and countries of origin, the level of occupancy, income from the implementation of accommodation services, and the contribution of tourism to GDP [10]. According to the data of the World Economic Forum, the Tourism Competitiveness Index of Ukraine in 2019 was 3.7 and showed trends of increasing competitiveness of the industry in previous years [11]. The onset of the pandemic in 2020 prompted hotel and restaurant businesses to reorient their activities in accordance with the new conditions. Due to quarantine restrictions, the sphere of services was mostly banned. But the biggest crisis in the activity of the hotel and restaurant business of Ukraine began precisely in February 2022. The invasion of the Russian Federation on the territory of Ukraine and the occupation of many settlements caused the majority of hotels in Ukraine to suspend their work.

Located in the war zone or near them, in many cases the employees also left the city or the country, says the founder of the Ribas Hotels chain, Artur Lupashko. "According to our preliminary assessment, no more than 15 % of the total number pool of Ukraine is currently working" [12]. That is, currently some hotel business enterprises are still operating in the same mode, only those hotels located in hot spots have closed.

During the hostilities in Ukraine, a significant proportion of hotel owners kept the accommodation prices unchanged or even reduced them. Those hospitality establishments that remained in operation became a reliable rear for Ukraine and a hospitable home for all those who leave their native homes due to military operations.

Thus, 43 countries responded in support of Ukraine and launched a flash mob to help refugees. On the "Low-cost Avia" portal, a message was

created about free accommodation for up to 5 nights in 423 hotels in 43 countries of the world for Ukrainians. Hilton, Accor, Marriot, IHG and others joined the initiative [13].

A very supportive factor for Ukraine was the position of hotel chains, which expressed their negative position regarding the aggression of the Russian Federation and led to their additional sanctions.

As UNIAN reported, earlier the State Tourism of Ukraine called for a boycott of those companies and countries that still operate in the Russian tourism market. Among others, the list includes large hotel chains: Accor, Marriott, HYATT, Wyndham, Hilton Hotels & Resorts, Radisson and InterContinental. Thus, InterContinental Hotel Group terminated management contracts with Russian hotels.

On March 10, IHG announced that due to the Russian invasion of Ukraine, it will suspend investment, construction and opening of new hotels in Russia, and will also close its Moscow office [14].

Hilton Hotels & Resorts According to the company's official position on the war in Ukraine dated March 9, took the following measures:

- provided about 1 million free overnight stays for Ukrainian refugees and aid in solving the humanitarian crisis in partnership with American Express;
- closed its corporate office in Moscow;
- suspended the development of new projects in Russia;
- promised to send all its profits received on the territory of Russia to humanitarian aid to Ukraine;
- contributed USD 50 000 to the accounts of global charitable organizations through her foundation [15].

Another American hotel chain, Marriott, published an official statement on the war in Ukraine on March 10. According to her, the company immediately closed its corporate office in Moscow, stopped new infusions of investment into the territory of the aggressor country. In addition, the network created a fund of USD 1 million to "support partners during this tragic time".

The Hyatt Hotels Corporation network, like Hilton, also provides free temporary housing to Ukrainian refugees and sends humanitarian aid [15].

Despite the critical and crisis situation of many hotel business enterprises on the territory of Ukraine, we conducted a constructive study on the behavior of consumers in modern conditions. The purpose of the research was to determine the personal attitude of potential Ukrainian consumers of hotel services to the introduction of relevant services in the post-war period and support of Ukraine in modern conditions. The justification of the research method was the use of Google Form, where a questionnaire survey by respondents in person in electronic form was proposed, so all influences were minimized. The total sample of respondents was 1 985 people, of which 37 were consumers whose activities are related to business (production sphere and service sphere); 29 consumers-employees of public organizations, another sample consists of consumers of hotel services and students of SUTE. Some results of the survey are presented in *Figure 1*.

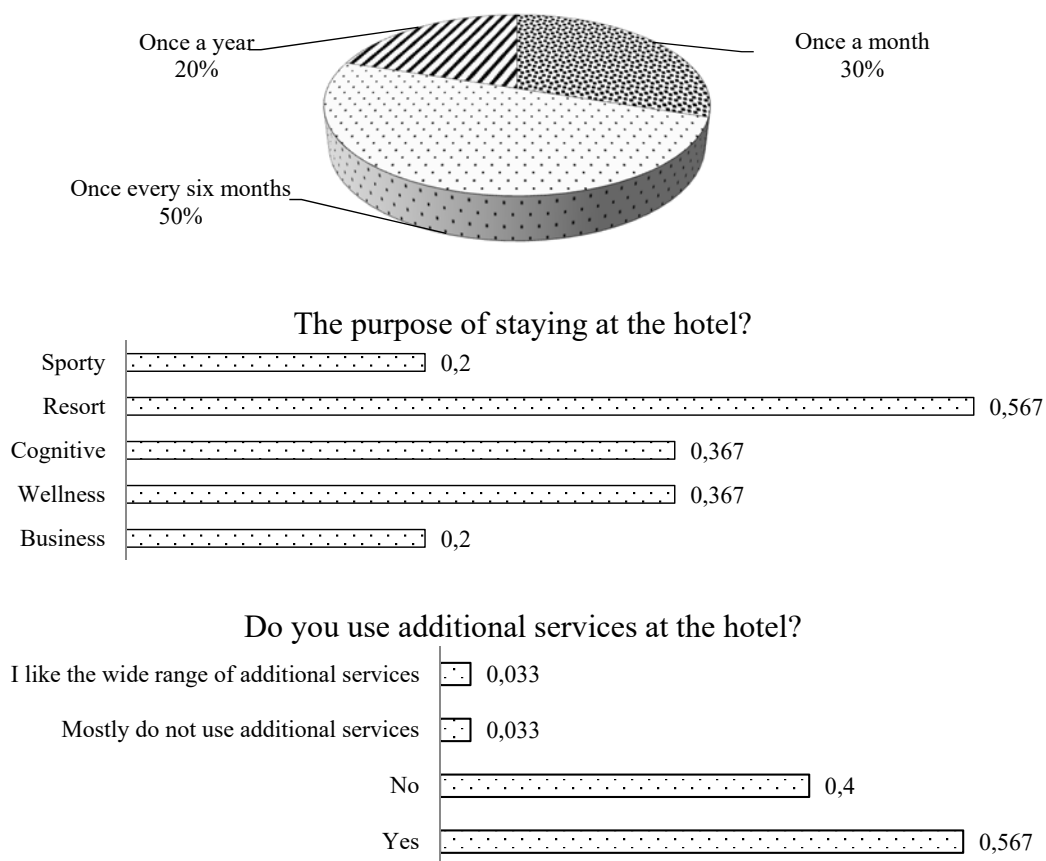


Figure 1. Results of the questionnaire survey

Source: created by the authors.

According to the data of the conducted research, the majority of respondents visit hotels specifically for the purpose of resort. According to the intensity of visiting hotels, half of consumers are guests once every six months. But a very good trend in using additional services in the hotel. That is, in order to support and stimulate the Ukrainian hotel business, it becomes necessary to form a package of additional hotel services, which will become a supporting factor for the country in war conditions.

The pandemic crisis in the field of hospitality attracted the services of a safe stay of the guest. The pandemic has fundamentally changed the request. COVID-19 is a direct threat to the personal safety of a person, which brings us back to the basics of Maslow's pyramid. Guests are focused on asking for safety and care. And HoReCa is looking for an answer to this request [16]. Currently, during the war, when hotels have become points of aid and temporary accommodation for refugees and mass media, other requests to support Ukraine come in handy.

The fundamental research led to the formation of a SWOT analysis matrix, which fully characterizes the current state of the hotel and restaurant business in Ukraine. *Table 1* shows the factors of the macro- and micro-environment of the enterprise, which are the most important for the operation

of the hotel and restaurant business enterprises and have a tendency to change, thereby creating new opportunities or threats (the so-called driving forces of the industry). Their importance for hotel and restaurant businesses was assessed on a 10-point scale. The probability that a change in each factor will be favorable ( $P_j$ ) or unfavorable ( $P_g$ ) for the enterprise is determined,  $P_j + P_g = 1$  (theoretically, 1 is also possible if there is a probability that the factor will not change, columns 3 and 5 of *Table 1*).

Table 1

## Analysis of opportunities and threats

Factors	Importance, points $B_i$	Favorable change (possibility)		Unfavorable change (threat)	
		Probability, $P_{Mi}$	$P_{Mi} \cdot B_i$	Probability, $P_{3i}$	$P_{3i} \cdot B_i$
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
European integration of Ukraine	7	0.8	<b>5.6</b>	0.2	1.4
Relations with the CIS countries	8	0.6	<b>4.8</b>	0.4	3.2
Business taxation	9	0.7	<b>6.3</b>	0.3	2.7
Purchasing power of the population	7	0.1	0.7	0.9	<b>6.3</b>
Prices for communal services	6	0.4	2.4	0.6	<b>3.6</b>
Development of tourism business	8	0.6	<b>4.8</b>	0.4	3.2
Attractiveness of the region	9	0.5	4.5	0.5	4.5
Trends in the hotel business	5	0.4	2.0	0.6	<b>3.0</b>
Interior design trends	6	0.4	2.4	0.6	<b>3.6</b>
Competition in the market	7	0.2	1.4	0.8	<b>5.6</b>
<b>Everything</b>			<b>34.9</b>		<b>37.1</b>

Source: generated by the authors.

So far, it has been found that there are significantly more threats than opportunities for hotel and restaurant businesses ( $35 < 37$ ).

When performing real research, the selection of factors, assessment of their importance and probabilities of favorable and unfavorable changes should be carried out by a group of experts – company managers, independent experts, marketers-analysts. To the table 1 show the averaged results of the expert survey.

Table 2 shows the SWOT analysis matrix.

Table 2

## The first matrix of the SWOT analysis

<b>Opportunities (O)</b> - European integration of Ukraine (0.8) - Business taxation (0.7) - Relations with CIS countries (0.6) - Development of tourism business (0.6)	<b>Threats (T)</b> - Purchasing power of the population (-0.9) - Competition on the market (-0.8) - Prices for utility services (-0.6) - Hotel business trends (-0.6) - Interior design trends (-0.6)
<b>Forces (S)</b> - Staff qualifications (0.15) - Service speed (0.15)	<b>Weaknesses (W)</b> - Security (-0.2) - Attractiveness of the loyalty program (-0.1) - Brand image (-0.1)

Source: generated by the authors

The combined factors of opportunities and threats, strengths and weaknesses of enterprises are presented in the final matrix of the SWOT analysis (Table 3).

Table 3

### The final matrix of the SWOT analysis

	<b>Opportunities (O)</b> - European integration of Ukraine (0.8) - Business taxation (0.7) - Relations with CIS countries (0.6) - Development of tourism business (0.6)	<b>Threats (T)</b> - Purchasing power of the population (-0.9) - Competition on the market (-0.8) - Prices for utility services (-0.6) - Hotel business trends (-0.6) - Interior design trends (-0.6)
<b>Forces (S)</b> - Staff qualifications (0.15) - Service speed (0.15)	SO field ("Maxi-Maxi")	Field ST ("Maxi-Mini")
<b>Weaknesses (W)</b> - Security (-0.2) - Attractiveness of the loyalty program (-0.1) - Brand image (-0.1)	WO field ("Mini-Maxi")	<b>WT field ("Mini-Mini")</b> It is necessary to revise the concept of safety, loyalty programs of the hotel, as well as develop the image of the brand. The company should pay more attention to trends in the hotel business and interior design

Source: generated by the authors

Currently, the hotel and restaurant business has more threats than opportunities (column T) and more weaknesses than strengths (row W). At the intersection of the row and the column is the WT field, that is, the priority strategy of the WT ("weakness-threats", or "mini-mini") should be built on overcoming existing weaknesses to protect enterprises from threats.

That is, in order to stabilize the hotel and restaurant business, it is necessary to use relevant additional services, which will become an incentive for supporting the country during the war and the development of the hotel business. To determine the main satisfaction criteria of the modern consumer of hotel services, we created a summary table based on the results of the questionnaire, which is presented in Table 4.

Table 4

### Criteria for the level of satisfaction of consumers of hotel and restaurant services in the conditions of the current crisis

Characteristic	Importance for the Ukrainian consumer	Importance for the foreign consumer	Competitor (Turkish hotels)
Quality	10	10	9
Personnel	5	8	9
Standardization	8	9	9
Information provided	9	10	6
Price	1	10	7
Efficiency	8	8	9
Utility	10	10	8
Environmental friendliness	8	10	8
Energy consumption	10	10	10
Time consuming	10	10	10

Source: created by the authors



According to the comparative table, the following characteristics are most important to consumers: quality; utility; energy consumption; cost of time. Therefore, to create a package of additional hotel services, we will use these characteristics to the maximum: a well-thought-out plan for providing the service, variations in its application, further reproduction of the received discounts, etc.

Students of the 3rd year of the Faculty of Restaurant, Hotel and Tourism Business of the State University of Trade and Economics on the basis of studying the discipline "Marketing" created a package of additional services that will be relevant and a supporting factor during the war and a package of services that will be useful for raising hotel business. A grouped sample of additional services is presented in *Figure 2*.

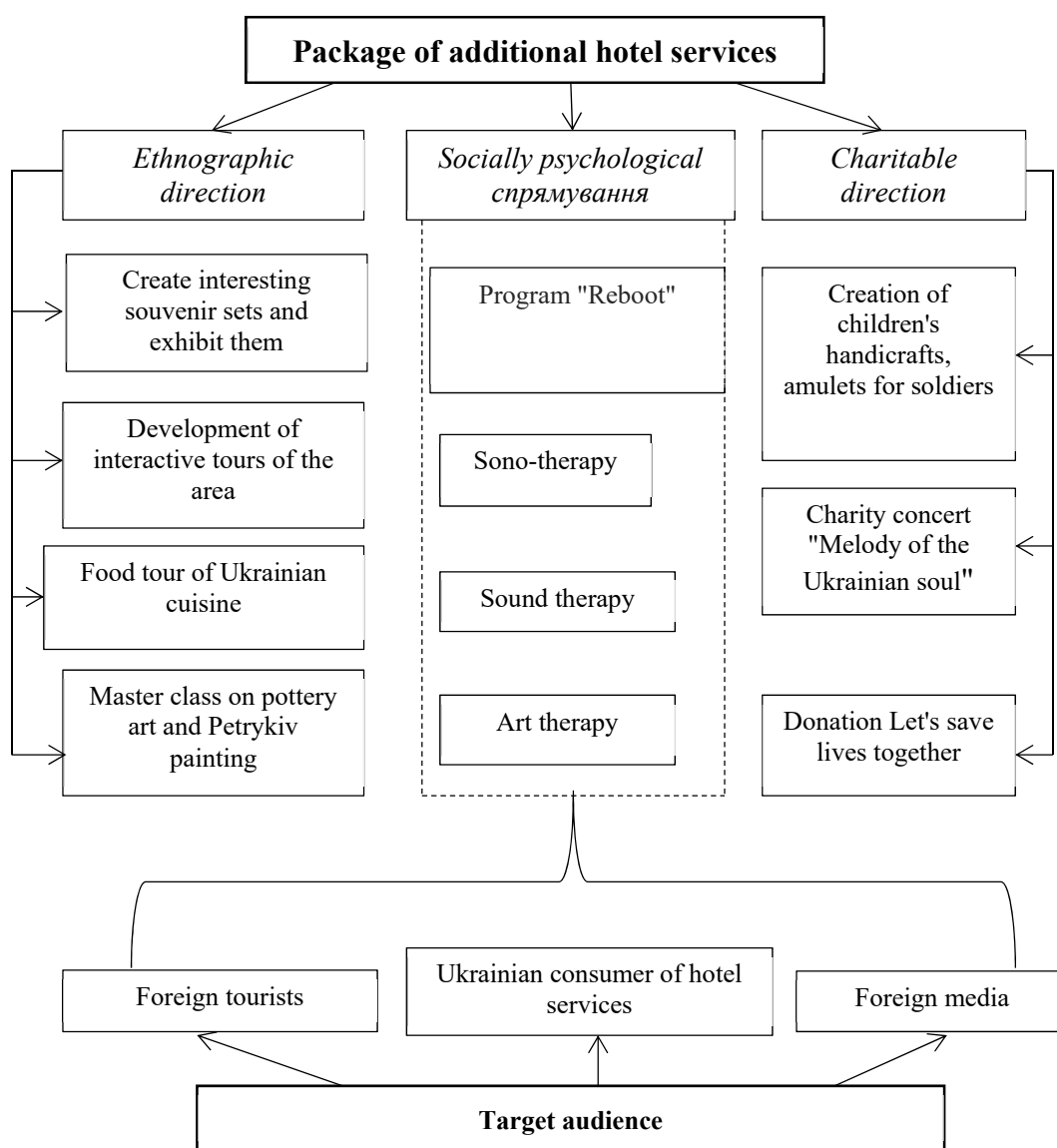
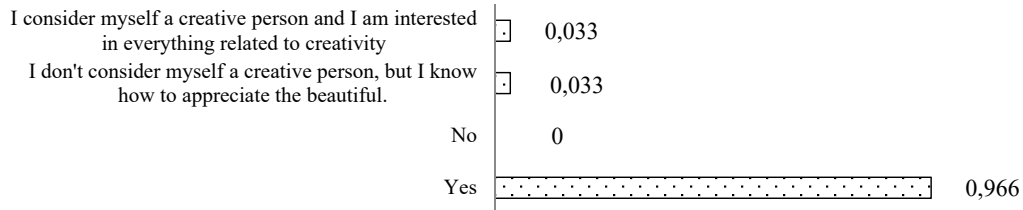


Figure 2. Package of additional hotel services in wartime and postwar times

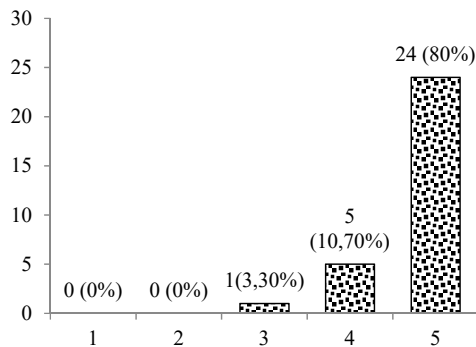
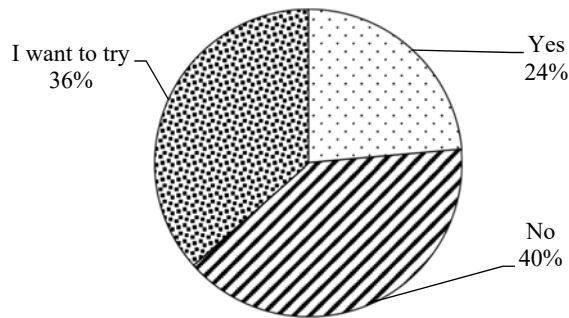
Source: generated by the authors.

In order to determine the priority direction in modern conditions, a questionnaire survey was conducted. Charitable hotel services became the main priority areas for consumers. The research data are presented in *Figure 3*.

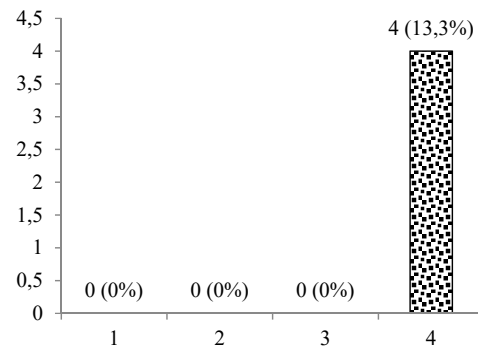
Do you enjoy all things creative?



Have you ever been a donor yourself?



Rate your impressions of the services on a 5-point scale (1 – very bad; 5 – very good)



Rate the idea of additional services on a 5-point scale (1 – very bad; 5 – very good)

Figure 3. Results of the questionnaire survey

Source: generated by the authors.

Thus, according to the results of the survey, it was established that 96.7 % of respondents like creativity, 70 % of them have previously participated in charity events. On a 5-point scale, 80 % of respondents rated charitable services of a creative direction at 4 points. Regarding donations, 90 % of respondents would join a charity event, and on a 5-point scale, 86.7 % rated the service at 5, and 13.3 % at 4. That is, consumers of hospitality services show interest in patriotism and are ready to support comprehensively the Ukrainian army.

**Conclusions.** That is, the consequences of the crisis of recent years have been considered. The current state of the hotel and restaurant business has been studied and it has been established that the hospitality industry has been in a state of constant crisis for the past three years. It was determined that scientific works do not pay attention to the methods of researching consumer loyalty in crisis conditions. But the curiosity of the scientific world is directed at the strategic aspects of the development of the field of hospitality. The fundamental research revealed that the hotel and restaurant business has more threats than opportunities. Based on this, an additional analytical study of the consumer preferences of the modern consumer of hotel and restaurant services was conducted. The mechanisms of the behavior of consumers of hotel and restaurant services are defined and the main directions of hotel business development are established. It has been established that in order to support and stimulate the Ukrainian hotel business, it is necessary to form a package of additional hotel services, which will become a supporting factor for the country in war conditions. A package of additional services is offered, regarding their use in modern conditions of the military and post-war conditions.

**Conflict of interest.** The authors declare that they have no financial or non-financial conflicts of interest with respect to this publication; have no relationship with any government agency, commercial or non-commercial organization that might have an interest in presenting this point of view. Given that the authors are employed by an institution that is the publisher of the journal, which may lead to a potential conflict or suspicion of bias, the final decision to publish this article (including the selection of reviewers and editors) was made by those members of the editorial board who are not affiliated with this institution.

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