


BOVSH Liudmyla <https://orcid.org/0000-0001-6044-3004>

PhD (Economics), Associate Professor,
Associate Professor of the Department
of Hotel and Restaurant Business Management
State University of Trade and Economics
19, Kyoto St., Kyiv, 02156, Ukraine

l.bovsh@knute.edu.ua

CRISIS MANAGEMENT OF HOSPITALITY ENTERPRISES

Constant economic crises and war escalation in Ukraine create stressful business conditions for economic entities. Counteraction to external negative challenges can no longer be carried out by adaptive mechanisms, because the threat of physical damage (in particular, destruction) is practically impossible to predict and eliminate. This causes the need for hospitality entities not only to conduct foresight research and analyse problems, but also to develop alternative tools and strategies for survival and development. Therefore, the development of innovative anti-crisis business strategies is an urgent scientific task. The main hypothesis is put forward that military crisis, in particular the full-scale war in Ukraine, are "black swans", which requires a revision of traditional approaches to anti-crisis management. The development of the hypothesis and the argumentation of the proposed measures for anti-crisis management by hospitality entities are based on the use of theoretical methods (analysis, synthesis, systematization, comparative analysis), as well as systemic approaches (Enterprise Risk Management (ERM), Risk Maturity Model (RMM)). The concept of anti-crisis management, the main types of crises and mechanisms for counteracting them (security) are considered. The threats and risks that hospitality entities face in conditions of war crimes are characterized. The international experience of post-war recovery of other countries that have experienced military conflicts is studied, which can be adapted to improve the anti-crisis management methodology. Practical insights into risk management and scenario planning in the hospitality sector against the

БОВІШ Людмила <https://orcid.org/0000-0001-6044-3004>

к. е. н., доцент, доцент кафедри менеджменту
готельно-ресторанного бізнесу
Державного торговельно-економічного
університету
вул. Кіото, 19, м. Київ, 02156, Україна

l.bovsh@knute.edu.ua

АНТИКРИЗОВЕ УПРАВЛІННЯ СУБ'ЄКТАМИ ГОСТИННОСТІ

Постійні економічні кризи та ескалація війни в Україні створюють стресові умови господарювання для економічних суб'єктів. Протидія зовнішнім негативним викликам вже не може відбуватися адаптаційними механізмами, адже загрози фізичної шкоди, зокрема знищення, спрогнозувати та усунути практично неможливо. Це вимагає від суб'єктів сфери гостинності не просто проводити форсайт-дослідження та аналізувати проблеми, але й розробляти альтернативні інструменти й стратегії для виживання й розвитку. Тому розроблення інноваційних антикризових стратегій бізнесу є актуальним науковим завданням. Висунуто основну гіпотезу, що воєнні кризи, зокрема повномасштабна війна в Україні, є проявом феномену "чорного лебедя", що потребує перегляду традиційних підходів до антикризового управління. Опрацювання гіпотези та аргументація запропонованих заходів антикризового управління суб'єктами гостинності спираються на використання теоретичних методів аналізу, синтезу, систематизації, компаративного аналізу, а також системних підходів (Enterprise Risk Management (ERM), Risk Maturity Model (RMM)). Розглянуто поняття антикризового управління, основні типи криз та механізми їхньої протидії (убезпечення). Охарактеризовано загрози і ризики, з якими стикаються суб'єкти гостинності в умовах воєнних криз. Досліджено міжнародний досвід поствоєнного відновлення інших країн, які пережили воєнні конфлікти, що може бути адаптовано для удосконалення методології антикризового управління. Запропоновано практичні інсайти управління ризиками та сценарного



backdrop of unforeseen challenges are offered. Based on the research conducted, a conclusion is drawn about the possible rapid recovery of tourist flows after the war in Ukraine (based on the analysis of similar scenarios) and the readiness of hospitality entities to provide quality services. The authors propose strategic approaches to crisis management in the hospitality sector in turbulent conditions. The results of this research form a theoretical value for both the management of hospitality entities and the scientific community as a discussion field for discussing effective crisis management solutions in wartime.

Keywords: economic security, anti-crisis strategy, cascading crisis, scenario planning, design thinking, innovation.

планування у сфері гостинності на тлі непередбачуваних викликів. На основі проведеного дослідження зроблено висновок про можливе швидке відновлення туристичного потоку після війни в Україні (на основі аналізу подібних сценаріїв) та готовності суб'єктів гостинності надавати якісні послуги. Запропоновано стратегічні підходи до антикризового управління у сфері гостинності в умовах турбулентності. Результати цього дослідження формують теоретичну цінність як для менеджменту суб'єктів гостинності, так і для наукової спільноти як дискусійне поле для обговорення ефективних рішень антикризового управління в умовах війни.

Ключові слова: економічна безпека, антикризова стратегія, каскадна криза, сценарне планування, дизайн-мислення, інновації.

JEL Classification: D81, H12, L22, L83, M10.

Introduction

Ukrainian hospitality entities in modern conditions face unprecedented challenges that threaten their stability and effective functioning. The escalation of military actions territorially and in time, frequent missile and drone attacks on the territory of Ukraine have become the causes of the physical destruction of many hospitality establishments (Sharipov, 2023). The military crisis is a factor of global uncertainty that changes the usual mechanisms of crisis management and forces economic entities to adapt their strategies to high-risk conditions. The impossibility of predicting the economic future creates the phenomenon of the "black swan", changes the landscape of the economic environment and requires the development of new methodological approaches to management in conditions of military threats.

The relevance of this research is due to the need to develop effective mechanisms of anti-crisis management in the hospitality sector in conditions of military conflicts and unpredictable crises. Since this industry is an important component of the Ukrainian economy, its ability to adapt and survive will determine the level of recovery of the post-war economy, the possibilities for receiving foreign and Ukrainian tourists for recreation and rehabilitation. The aim of the research was the behavior of hospitality entities in conditions of crisis phenomena and uncertainty of the external environment, and the subject matter was the theoretical and methodological principles and tools of their anti-crisis management.

The concept of crisis management is always in the focus of scholars and practitioners, as well as government authorities, as it is a matter of business survival and the economic system as a whole. Ukrainian business entities have adapted to cascading crises (Paraskevas, 2021). Global business

operates in a more resilient environment, so global crises have significant negative consequences. In particular, the COVID-19 pandemic has stopped tourist flows and has had a catastrophic impact on the hospitality sector, as evidenced by studies by many scholars. Thus, El-Said et al. (2024) analyze the negative consequences of COVID-19 and the experience of international hotel chains, which focuses on crisis transformations and customer-oriented innovations. Empirical evidence on the practice of managing the recovery of the hospitality sector during the pandemic period in Pakistan is provided by Burhan et al. (2021). The authors investigated the practices of beliefs and psychological factors of stakeholders during the crisis experience of medium and small enterprises and also determined the lack of contingency plans in them, according to which recovery/response methods are predominantly reactive in nature. Similar conclusions are observed among other scholars (Sigala, 2020; Garrido-Moreno et al., 2021). Investigating the paradox of cascading crises, scholars (Broekema et al., 2017; Herbane, 2018; Paraskevas, 2021) indicate that the management of some business entities conducts training and implementation of anti-crisis management, but due to the uniqueness of crises, unpredictability of situations and other factors, cannot take into account the lessons of previous crises.

In the context of the above, the relevance of studying leadership styles (Burton & Dickinger, 2025) and human potential (Molchanova, 2020; Goll & Zieba, 2025) in overcoming crises is argued. The basis of these theoretical aspects is the importance of corporate values and human potential as drivers of rapid and successful adaptation to new and unknown conditions. The authors note that the hidden and unique abilities of employees, if properly managed, can become a significant additional value for the business and increase its competitive advantage and sustainability (Goll & Zieba, 2025).

Finding themselves in a war, the Ukrainian business environment, accustomed to constant crises, must quickly transform and adjust logistical communications in order to survive and withstand unprecedented threats. Therefore, studying the experience of the military economy of countries in overcoming crisis situations in the hospitality sector is extremely important. Understanding the specifics of each type of military crisis and adapting appropriate anti-crisis management strategies is helped by the research of such scholars as Jayasundara-Smits (2020), who studied the impact of a culture of impunity, ongoing militarization, and persistent corruption on business; Parenta (n. d.) – the experience of Yugoslavia in the transformation of the film industry in the post-war period; Kaldor (2020) – the mutual influence of the military sphere and the economy of Vietnam, the stages of technological style in each system; Deineko and Tsyplitska (2022) – the global experience of industrial recovery from the consequences of war; Fulgence (2016) – the experience of the hospitality sector in the context of terrorism in Africa; Ivanov (2024) – the experience of European and East Asian countries with rapid post-war economic growth in the context of its application in Ukraine.

The academic field also includes valuable foresight studies of the development of the hospitality sector in Ukraine in the post-war period, among which it is worth noting the works of Konoplyanyk and Skrob (2024); Korsak et al. (2024); Semyrga et al. (2024). It should also be noted that this article is a continuation of research on crisis resilience (Boiko et al., 2022) and economic security (Bovsh et al., 2023; Bovsh et al., 2024) in the hospitality sector.

The results of the analysis of scientific sources indicate that the issue of crisis management has regional specifics and focuses on management mechanisms and styles. The emergence of new macro challenges and threats, digital innovations and changing values of internal and external consumers actualize the development of this concept. The essence, types of crises and manifestations of cascading crises, as well as their impact on the hospitality sector, require comprehensive research. This will help to understand the properties of each type of crisis and create a toolkit for adapting and counteracting negative impacts on business entities, which forms the scientific and practical value of this study.

The aim of the article is to determine the features of anti-crisis management of hospitality entities in Ukraine in the face of unforeseen challenges caused by military crises, as well as to develop practical recommendations for sustainable development and adaptation of the hospitality sector to modern threats. At the same time, the key tasks are to determine the nature and types of crises, study the experience of other countries in overcoming crisis situations, in particular post-war crises, in the hospitality sector, identify unforeseen challenges faced by business entities, and formulate recommendations for strategic management and ensuring crisis resilience of hospitality entities.

A hypothesis is proposed according to which military crises, in particular a full-scale war in Ukraine, can be considered a "black swan" phenomenon, which requires a revision of classical approaches to the system of anti-crisis management of hospitality entities. The study also emphasizes additional hypotheses: the experience of countries that have experienced military conflicts (Croatia, Israel, Georgia) can be adapted to improve anti-crisis management in the hospitality sector of Ukraine; hospitality entities that implement anti-crisis strategies (environmental, social and management aspects) have better chances of attracting international partners and investments to restore business after the crisis. To confirm the hypotheses, the methodology of processing scientific publications and media information, as well as practical insights of business entities using analytical and scientific research methods, was used. The focus was on practice, because the hospitality sector requires not just an analysis of the problem, but specific tools for survival and development.

The information base of the research is scientific and professional sources on anti-crisis management, hospitality, strategic planning.

During the research, general scientific methods were used, in particular, comparative analysis to determine the definition of "anti-crisis management", the comparison method – to analyze international practices of

overcoming crises. Scenario planning methods were used to interpret different options for the development of events in crisis conditions for strategic prediction and adaptation of business models.

The scientific novelty lies in the development of the concepts of "anti-crisis management" and the systematization of types of crises, as well as modeling the anti-crisis management strategy of hospitality entities, which will allow Ukrainian hospitality entities to navigate in war conditions and create the prerequisites for recovery and sustainable development after the crisis.

The limitations of the research were the lack of formal data on anti-crisis practices in the hospitality sector. To form a foresight vision of the strategic vectors of hospitality entities, public information posted on official and social pages, as well as on media platforms, was used. In the future, it is planned to consider research insights from hospitality entities and test the assumption that the introduction of digital technologies, diversification of services and adaptation of business models to new conditions demonstrate a higher level of resilience and faster business recovery.

The content structure of the main part of the article contains five sections: in the first, theoretical aspects of anti-crisis management in the context of stresses and crises, as well as the typology of crises, are considered; in the second, an empirical analysis of statistical data on the unprofitability of hospitality enterprises and the dynamics of changes in their quantitative composition are presented; in the third, approaches to anti-crisis management are systematized; The fourth section substantiates the challenges caused by the military crisis, which is a "black swan" and requires innovative design thinking; the fifth section models anti-crisis management strategies for hospitality entities and scenarios of different event scenarios aimed at adapting business models and risk management.

1. Identification and characteristics of crises in the hospitality industry

Based on scientific research into the nature and types of crises, business entities receive a reactive toolkit of standard management decisions, which increases the chances of successfully exiting the risk zone. To scientifically substantiate the concept of anti-crisis management, it is worth defining the concept and typology of crises. Previous research (Boiko et al., 2022) interprets a crisis as a depressive process of changing external and internal conditions of activity, as a result of which economic entities are unable to function stably and perform their basic functions, which requires alternative solutions, qualitative transformation to resist the emergence of crisis states. Crises are already aggravated situations that require immediate response. However, there may be situations caused by permanent or temporary challenges that create tension, but do not necessarily lead to a crisis, that is, stresses. Let us examine these two phenomena in interaction (*Figure 1*).

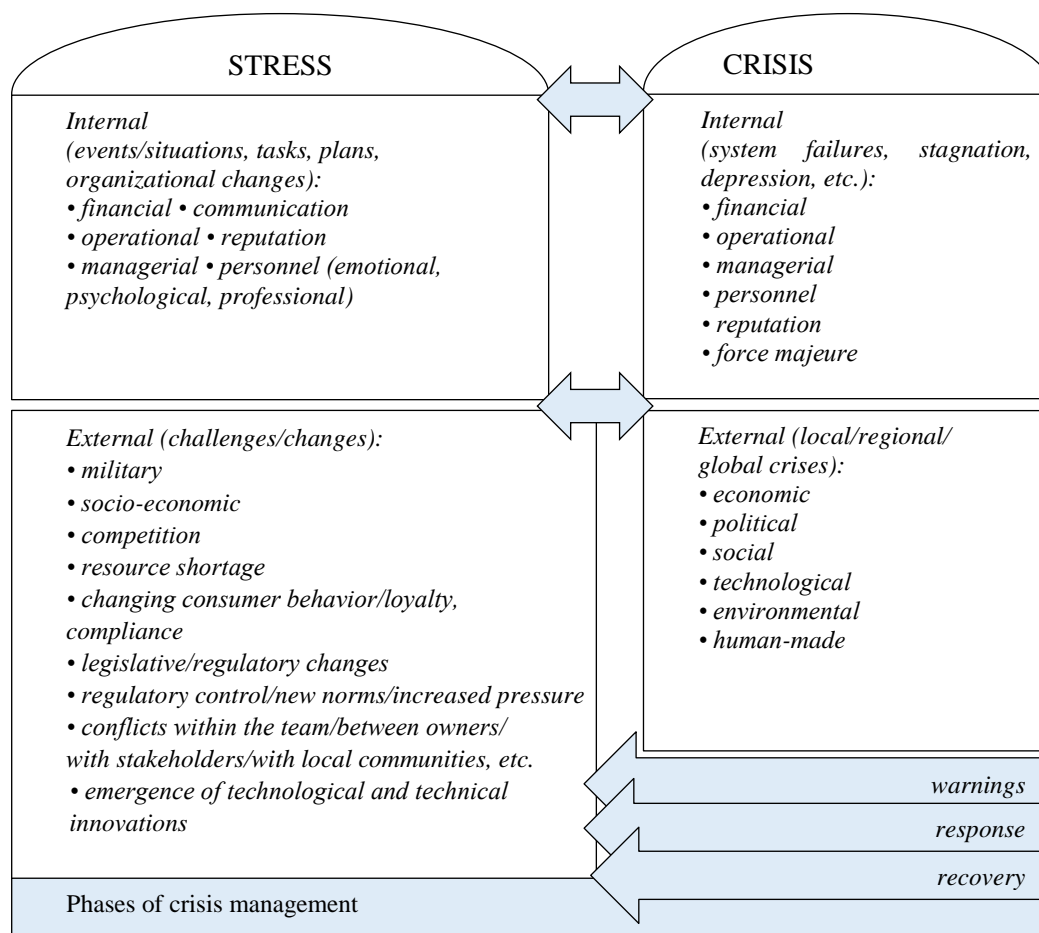


Figure 1. Stresses and crises that form the anti-crisis dynamics of a hospitality entity

Source: compiled by the author.

Figure 1 shows how internal and external stresses can accumulate and turn into a crisis if not managed effectively. Accordingly, two categories are distinguished:

- external and internal stresses that constantly affect the system can accumulate and lead to a crisis;
- external and internal crises as a result of stressors or unexpected events that require anti-crisis management.

External stresses in wartime for hospitality entities are divided into military (threat of missile strikes, mobilization of personnel), social (reduced population mobility, forced resettlement), economic (inflation of income, increased costs for security and logistics). Causally, they are due to the need to adapt to changes and threats in the external environment. First of all, internal stresses are due to the hospitality entity's own problems. First, they can be the result of making ineffective management decisions, organizational culture or resource constraints. In particular, operational stresses arise due to dysfunction of business processes, supply disruptions, technical failures, etc. Secondly, personnel stresses – under the influence of emotional and

psychological pressure on personnel and work in conditions of constant anxiety. This causes staff turnover and burnout, conflicts in the team, etc. Thirdly, problems in communications (reputational stresses) – loss of trust from clients, partners, negative information background, etc.

Crises arise when accumulated internal and external stresses lead to systemic failures. If internal crises can and should be managed, then it is impossible to influence the emergence and course of external crises, because they are caused by factors beyond the control of the hospitality entity. Today, the Ukrainian economy is experiencing a multi-crisis – when we simultaneously have a negative interaction of political (war, political instability), economic (GDP decline, inflation, asset depreciation), environmental (technological disasters from military operations), social (staff shortage, reduced consumer solvency, socio-psychological and physical injuries of the population, etc.) crises.

A multi-crisis triggers a domino effect (chain reaction), which is difficult to stop if anti-crisis management is not implemented, in particular at the early stages of problem identification. Accordingly, let us consider the typology of crises (*Table 1*).

Table 1

Typology of crises affecting the activities of hospitality entities

Classification feature	Criterion	Type of crisis	Crisis trigger
Source of origin	Internal	Financial	Lack of funds, bankruptcy,
		Operational	cash gap
		Corporate	Insufficient qualification of personnel, failures of management systems
		Reputational	Internal organizational conflicts, change of management
	External	Economic	Inflation, tax increases, economic downturn
		Political	Regulatory changes, corruption risks, sanctions
		Social	Changes in consumer behavior, demographic shifts
		Technological	IT system failures, cyberattacks, obsolete equipment
		Environmental	Natural disasters, man-made disasters, climate change
		Security	Military actions, terrorist acts, pandemics, etc.
By speed of development	Natural/anthropogenic	Acute (shock)	Terrorist attacks, fires, technological disasters
	Cumulative/stagnant	Chronic	Decrease in demand, financial instability
By scale of impact	Territorial scope of influence	Global	COVID-19, global economic crisis, climate change
		Regional	Military operations, natural disasters
		Sectoral	Decline in demand, reduction in tourist flow, etc.
		Local	Bankruptcy, internal scandals

Classification feature	Criterion	Type of crisis	Crisis trigger
By predictability	Controlled	Expected	Seasonal decline in demand, update of Service Standards
	Uncontrolled	Unexpected ("black swan" phenomenon)	Military operations, terrorist acts, natural disasters, etc.
By interdependence	Single event	Single	The crisis develops independently of other events
	Ripple effect	Cascading	One crisis triggers a chain reaction (e.g., economic crisis → staff reduction → deterioration in service quality)
	Synergistic effect	Multi-crisis	Several crises develop in parallel, complicating management (economic crisis and war in Ukraine)

Source: systematized by the author according to (Bundy et al., 2017; Coombs, 2019; Watchenko & Sharanov, 2022; Povorozniuk & Budzinski, 2023).

Systematization of crisis types allows developing an appropriate anti-crisis management methodology, guided by crisis criteria and triggers.

2. Empirical indicators of the sustainability of hospitality entities in crisis conditions

In the context of a systemic crisis caused by a full-scale war, hospitality entities in Ukraine faced unprecedented challenges. The escalation of military threats led to a reduction in demand and, accordingly, a deterioration in the financial results of business entities and an increase in the number of unprofitable establishments, which is confirmed by statistical data (*Figure 2*).

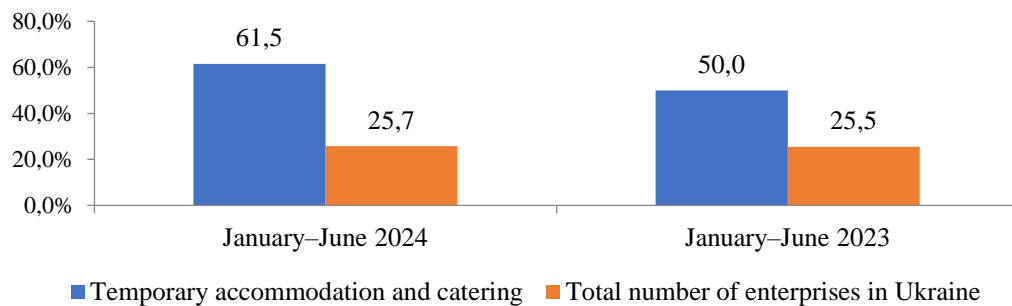


Figure 2. Share of unprofitable medium and large enterprises, 2023–2024

Source: compiled from (State Statistics Service, 2024).

As follows from *Figure 2*, in 2024 the crisis deepened: the share of unprofitable enterprises in temporary accommodation and catering increased by 11.5%. And this is a general economic trend, because we observe an increase in the number of unprofitable enterprises in Ukraine in 2024 compared to 2023 by 0.2%.

Thus, not only the consumer environment has changed, but also the structure of the hotel and restaurant market itself (*Figure 3*).

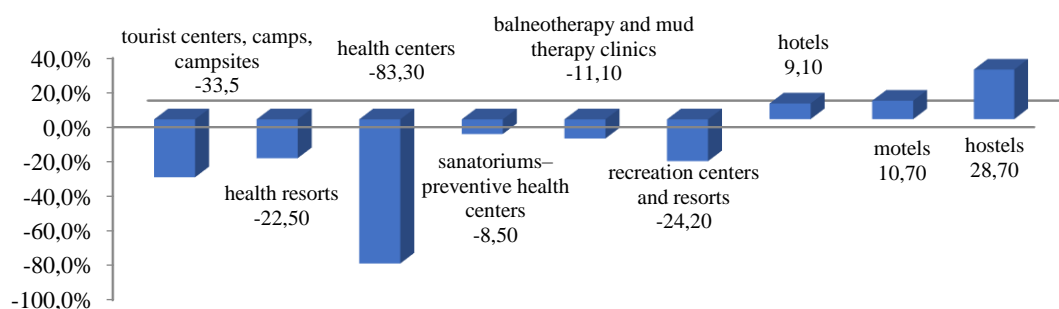


Figure 3. Dynamics of hotel business entities, 2024 compared to 2023

Source: compiled by (Tarasovsky & Kruchynina, 2024).

Thus, a positive increase in the number of hotel-type establishments (hotels, motels, hostels) is demonstrated, which may indicate the flexibility of their business models, faster adaptation to changes in demand and active use of digital booking channels. This is especially true for small and medium-sized enterprises that were able to reorient services for domestic tourism or temporary accommodation for displaced persons. As for non-hotel-type establishments (medical and health resorts), significant rates of decline in dynamics are observed, which is due to both a decrease in the purchasing power of the population and difficulties in maintaining infrastructure in war conditions. In addition, restrictions on medical tourism and staff shortages have affected the stability of the functioning of these establishments. Such an asymmetry of recovery demonstrates the different resilience of hospitality entities depending on their profile, scale and ability to quickly transform services. As for restaurant establishments, the market in the city of Kyiv, where significant closures are observed every year (*Figure 4*).

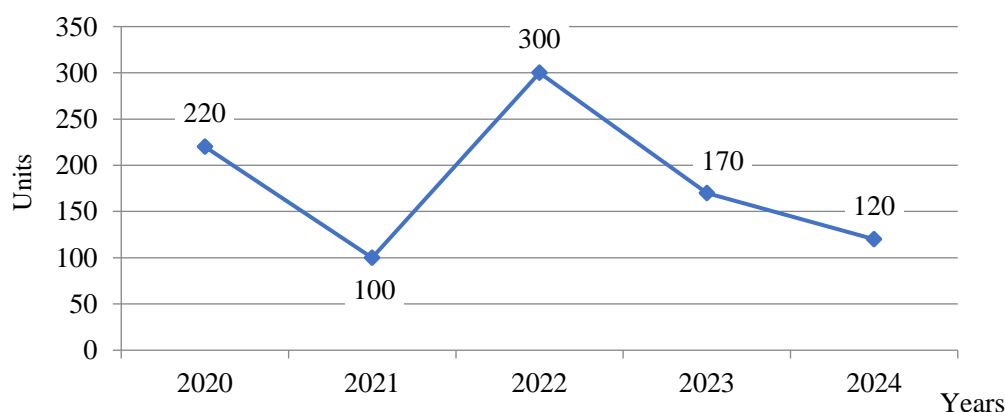


Figure 4. Number of closed restaurant establishments in Kyiv, 2020–2024

Source: compiled by the author according to (Inshe, 2024).

If in 2020–2021 the main reason was the pandemic crisis, then since 2022 the determinants have become problems in maintaining

(assembling) the team – in 46.6% of cases; maintaining stable prices – 32.2%; tax audits – 6.3% and own motivation – 8.4% (Pro-Consulting, 2024). Thus, the full-scale war in Ukraine has caused a critical decline in business activity in the hospitality sector, which was reflected in a reduction in the number of hotel and restaurant establishments, a decrease in consumer demand and an increase in the share of unprofitable entities. In general, the hotel and restaurant market has been experiencing regressive trends since 2022, when a significant part of hospitality establishments has ceased operations due to security risks, destruction of infrastructure, lack of tourist flows and forced migration of personnel. In 2024, we observe a deepening of the crisis due to the uncertainty of the military timeframe, mobilization measures. At the same time, in 2023–2024, a moderate recovery trend is observed, especially in the western regions of Ukraine and in relatively safe centers of domestic tourism. This was facilitated by the adaptation of hotels to wartime conditions (conversion into shelters, hubs for IDPs), the development of "volunteer tourism" and business trips related to humanitarian and IT initiatives, a partial reorientation to long-term accommodation, rental for military or partner organizations, expansion of partnerships with state structures that accommodated IDPs, etc.

It should be noted that the market recovery is not linear: regressive phases are replaced by short recoveries, especially against the background of intensification or weakening of hostilities, which indicates the cyclical nature of anti-crisis adaptation. In the future, this trend will take on the characteristics of a strategic transformation of business models of hotels and restaurants with flexible working conditions and hybrid services. Therefore, it is important to explore the possible tools of anti-crisis management of hospitality entities and a priori effective development strategies.

3. The contextualization of crisis management in the hospitality sector

There are certain methodologies of crisis management in scientific literature, within which types of crises and approaches to their management are discussed. However, such approaches to crisis management have common attributes:

- normative guidelines – legislative and regulatory acts, international concepts of law, standards and provisions of corporate culture, scientific principles, etc.;
- proven and effective tools: approaches and methods by which research is formed, theoretical and applied analysis is carried out, the results of which are implemented in recommendations for business practice;
- an established, defined special thesaurus, thanks to which a conceptual basis is created for analysis, development of strategies and practical application of crisis solutions in the hospitality sector.

Since academic management has worked out typologies of crises inherent in a certain historical period, economic cycle or life cycle of an organization, etc., the task of science is updated each time with

the emergence of new threats or opportunities that create social and economic shocks and innovative breakthroughs. Thus, the concept of anti-crisis management develops from the position of understanding the following aspects:

1) what is the essence and vector of influence of a certain shock (crisis) on business entities and the state (state policy);

2) how the state and business influence the crisis – its overcoming and extinguishing, the development of tactics and strategies of response, ensuring economic security;

3) how specific conditions (in particular, uncertainty) correct the consequences of these mutual influences.

Thus, the concept of crisis management develops scientific approaches and decision-making mechanisms for forecasting and identifying crisis threats, assessing the level of vulnerability of business entities, developing adaptive response strategies, integrating technological and managerial innovations, as well as forming mechanisms for business resilience and recovery in conditions of high uncertainty.

Contextualization of crisis management involves operationalizing the terminological basis. Since there are quite a few interpretations of crisis management today, let us examine the most relevant ones, which will allow us to summarize the main features and characteristics and contribute to its adequate use in this research (*Table 2*).

Table 2

Comparative analysis of crisis management

Author/source	Definition characteristics	Key element
Crisis management, 2025	Actions taken to address an emergency or difficult situation in an organized manner	Organized resolution of an emergency or complex situation
Bundy et al., 2017	This is the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders.	The process of countering a disruptive and unexpected event that threatens to harm the organization or its stakeholders
Hryshchuk, 2019; Tkachenko, 2023	A specially organized management system that has a comprehensive systemic approach aimed at the promptest identification of signs of a crisis and the creation of appropriate prerequisites for their timely overcoming in order to ensure the restoration of the vital activity of the business entity, prevent its bankruptcy and prevent a crisis in the future	Ensuring and restoring vital activity, preventing bankruptcy and preventing a crisis in the future
Bolotnov, 2022	Management aimed at avoiding and neutralizing signs of crisis in the economic activities of enterprises, as well as adapting the management system to changes in the external environment, which will contribute to sustainable development	Avoiding and neutralizing signs of crisis. Adapting the management system
Burak, 2023	A system of management measures and decisions related to the diagnosis, prevention, prevention, elimination of crisis phenomena and neutralizing the effects of the crisis in the future	Diagnosis, warning, prevention, crisis management

Author/source	Definition characteristics	Key element
Vozovyyk, 2023	A constantly organized special management, which is based on a system of methods and principles for the development and implementation of specific management decisions that are made by a separate entity in conditions of significant resource and time constraints, increased risk, financial and intellectual costs to restore viability and prevent liquidation	Management decisions. In conditions of resource and time constraints, increased risk, financial and intellectual costs
Thebusinessparadox, 2024	In the face of resource and time constraints, increased risk, financial and intellectual costs, a set of strategies aimed at helping an organization overcome a significant adverse event in a timely and effective manner	A set of strategies

Source: compiled by the author.

The contamination of the above-mentioned scientific views allows us to interpret crisis management as a set of strategies, methods and tools used in the event of threats of financial, reputational or/and property losses, which are aimed at preventing, minimizing the impact, overcoming crisis situations and ensuring business sustainability.

When applying contextuality as a methodological approach in crisis management, it is worth considering:

- the type of threat that causes a certain crisis, its features, intensity and scale of impact;
- the event context (pandemic, war, man-made or financial disaster) as a condition for manifestation;
- available effective tools for combating crises and methods of their application (adaptation);
- prospective research and foresight analytics of crises (local and global).

This will allow us to develop effective strategies for the development of hospitality entities in the face of unforeseen challenges and events.

4. Challenges and the role of innovative design thinking in overcoming the military crisis

The full-scale war in Ukraine caused a shock effect on society and business, described in the scientific literature as the "black swan" phenomenon due to its suddenness, large-scale impact and unpredictability. This theory was proposed by Nassim Nicholas Taleb in the book *The Black Swan: The Impact of the Highly Improbable* (2007) and is based on the philosophical dogmas of Ancient Greece, which so designated an incredible and rare phenomenon. Taleb (2007) describes events that have key characteristics relevant in the conditions of the war in Ukraine:

- unexpectedness – the event goes beyond the boundaries of usual experience and forecasts;
- significant impact – its consequences are large-scale and radically change the conditions;

- retrospective explainability – after the event, people tried to find a logical explanation for it, although it was almost impossible to predict it. These findings are confirmed by statistical data (*Figure 5*).

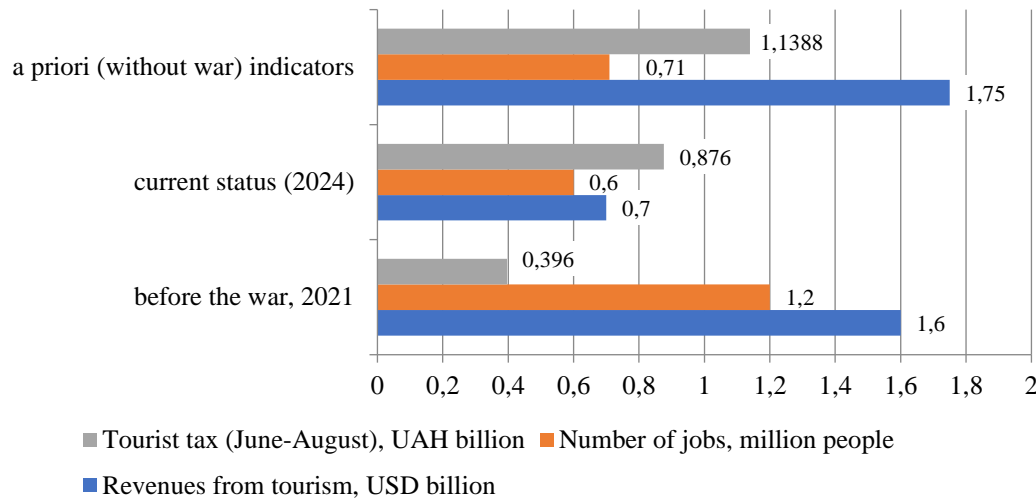


Figure 5. Infographics of the impact of war on the hospitality sector

Source: systematized by the author according to (UHRA, 2024; Lupashko, 2024).

The comparison of data shows negative consequences: a drop in tourism by almost 85% and a reduction in the number of jobs by 710 thousand (UHRA, 2024) – very significant indicators of losses in the hospitality sector and the economy as a whole for three years of full-scale war.

Thus, the war became a "black swan" for the Ukrainian hospitality sector due to a significant impact on infrastructure (physical damage, destruction, frequent alarms), changes in consumer behavior (tourist outflow, shift in demand to safe regions); economy (complication of logistics, increased costs, reduced solvency of the population, financing restrictions, etc.). Therefore, anti-crisis management must take into account the correlations of the above concept and war challenges for the hospitality sector (*Table 3*).

Table 3

Crisis management key aspects of hospitality entities in the context of military challenges in Ukraine

Aspects	Theory of the "black swan"	War challenges for the hospitality industry	Innovative design thinking approaches
Unpredictability of the event	War as an unexpected, rare, but influential factor	Destruction of infrastructure, economic downturn, loss of customers	Flexible rethinking of business models, diversification of services
High destructiveness	Radical changes that destroy familiar business systems	Disruption of communication channels, staff shortage, physical and cybersecurity issues	Rapid testing and implementation of alternative services

Aspects	Theory of the "black swan"	War challenges for the hospitality industry	Innovative design thinking approaches
Retrospective explanation	Post-crisis understanding of signals and decisions	Business entities were not ready for large-scale risks	Using artificial intelligence and databases to predict crisis scenarios
Case solution for the hotel business	A sharp drop in demand, the need for radical changes	Closing hotels, the need for reprofiling	Shelter hotels, carpet kings, social initiatives, cooperation with humanitarian organizations, etc.
Case solutions for the restaurant business	New challenges force us to look for alternative solutions	Loss of tourists, reduction in purchasing power	Volunteer restaurants, expansion of delivery, social initiatives
Case solutions for creating barrier-free hospitality	Reassessment of spatial and communicative needs of consumers	Increasing need for an inclusive environment for war victims, people with disabilities	Creating a barrier-free space: ramps, adapted rooms, navigation, AI assistants, universal design, adapted restaurant menu, etc.

Source: systematized by the author according to (Taleb, 2007; Boiko, 2022; Korsak et al., 2024; Konoplyanyk & Skrob, 2024).

The concept of the "black swan" directs owners and management of business entities to innovative thinking regarding the use of opportunities that transform the business to new conditions. It should be noted that innovative thinking is design thinking, which is based on a deep understanding of user needs, creative search for solutions and rapid testing of ideas (Bovsh et al., 2024). Thanks to the principles of empathy, ideation, prototyping and testing, design thinking produces innovative approaches to responding to crises not only promptly, but also strategically, turning challenges into opportunities. Therefore, the anti-crisis management system of a hospitality entity should include design thinking approaches to overcoming crises (*Figure 6*).

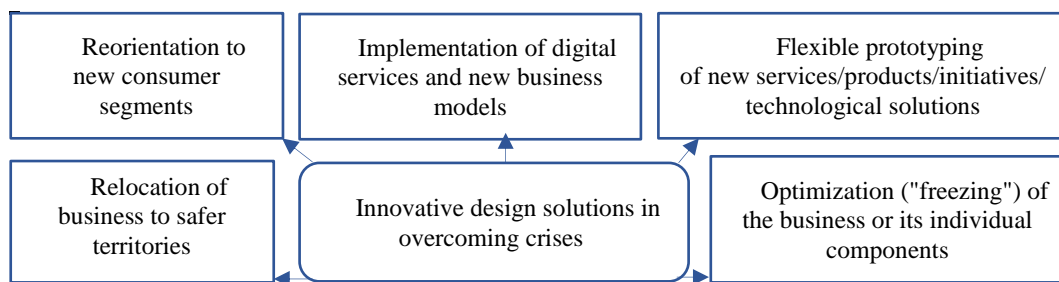


Figure 6. Key innovative design solutions to overcome crises in the hospitality sector

Source: compiled by the author.

Thus, in wartime, the application of design thinking creates powerful tools for crisis management in the hospitality sector.

Let us consider the theoretical insights of design thinking in overcoming the "black swan" in the hospitality sector (*Table 4*).

Table 4

Innovative hospitality solutions based on design thinking
in overcoming the "black swan" phenomenon

Challenges	Design thinking tools	Innovative design thinking approach	Crisis management measures	Estimated effect
Unpredictability of the business environment under the influence of war	Flexibility and adaptation	Creating flexible strategies through rapid prototyping and market needs analysis	Transition to hybrid models: online booking, digital customer support, flexible tariff plans, etc.	Timely adaptation to changes, increasing business viability
Customer shortage	Empathy and customer focus	Co-creation with local communities, introduction of new communication channels	Implementation of personalized services for internally displaced persons, military, etc.	Customer loyalty, new target groups
Shortage of personnel	Onboarding, outsourcing, staff mentoring	Process automation, staff training in new competencies	Outsourcing of business processes, automation of certain operational cycles, effective staff motivation	Cost reduction, improvement of service quality
Shortage of financing	Creating an ecosystem of interaction for business sustainability	Integration of alternative sources of financing (partnerships, franchising)	Search for additional sources of income, investment attraction, collaboration and partnerships	Revenue diversification, financial sustainability

Source: compiled by the author after (Taleb, 2007; Fisher et al., 2021; Boiko, 2022; Povorozniuk & Budzinsky, 2023; Konoplyanyk & Skrob, 2024).

Practical recommendations for sustainable development and adaptation of the hospitality sector to modern threats are aimed at finding effective innovative ideas and implementing them. In particular, co-creation is relevant – a process of joint value creation, in which not only hospitality entities participate, but also their customers, partners, employees and other stakeholders. This is an approach when the final product, service or solution is formed through interaction between all participants in the process, which allows you to better take into account their needs and expectations. Thus, hotels implement new room formats and services based on the wishes of guests, restaurants – joint development of menus with chefs and customers (individual master classes or voting for seasonal dishes), marketplaces – use platforms to collect ideas from customers (Airbnb actively uses this approach in its updates).

Therefore, to ensure sustainable development and business adaptation to these threats, it is necessary to implement anti-crisis, innovative, and environmentally responsible approaches that are integrated into the development strategies of hospitality entities and help them not only survive in the face of modern threats, but also lay the foundation for future growth.

5. Anti-crisis strategies for managing hospitality entities

In the context of martial law and economic turbulence in Ukraine, global risks, anti-crisis management includes adaptive planning, strategic flexibility, proactive response to challenges and the use of technological innovations to ensure business sustainability. Institutionalized forms of anti-crisis response should also be taken into account, covering both judicial and pre-trial procedures. Thus, the procedure for preventing insolvency of business entities and mechanisms for their rehabilitation at the institutional level are provided for in the Code of Ukraine on Bankruptcy Procedures (VRU, 2019). Anti-crisis management of hospitality entities in accordance with the specified Code should be adapted in accordance with the specifics of the business, in particular, taking into account seasonality, a high share of variable costs, as well as the need to preserve intangible assets – reputation, customer base, franchise or partnership agreements (*Table 5*).

Table 5

Adaptation of the instruments of the Code of Ukraine on Bankruptcy Procedures (CUB) to the specifics of the activities of hospitality entities

CUB tool	Specifics of the hospitality industry	Suggestions for adaptation/changes
Reorganization before the opening of proceedings	Seasonal nature of income, dependence on tourist flow, emotional and psychological background of consumers	Develop a simplified rehabilitation mechanism for micro, small and medium-sized businesses, taking into account the seasonality of revenues and the risks of unforeseen events
Debt restructuring procedure	High proportion of variable costs, difficulty of long-term planning during war	Provide flexible, quarterly restructuring schedules, with the option of deferring payments in case of force majeure
Liquidation procedure	Significant share of intangible assets (brand, franchises, online rating)	Introduce tools for preserving intangible assets, in particular for franchise entities through license support
Moratorium on satisfaction of creditors' claims	Risks of loss of operating capacity in case of decrease in income	Expand the possibilities of applying a temporary moratorium, taking into account martial law or limited market operation
Analysis of the debtor's solvency	Insufficient forecast data in unstable conditions	Add simplified criteria for assessing solvency for entities operating in front-line or de-occupied zones

Source: compiled by the author according to (VRU, 2019).

In the hospitality sector, the proposed tools can become a stimulus for the development of business entities. It is seen that thanks to such adaptations of legal mechanisms of anti-crisis management to the specifics of the activities of hospitality entities, a toolkit will be formed for their timely response, restoration of solvency and minimization of losses.

The above argues for conducting a systematic analysis of approaches to anti-crisis management taking into account war and economic crises (*Table 6*).

Table 6

Systematic analysis of the conditions for the crisis management implementation in the hospitality industry

The criteria	Ukraine (in times of war)	Global crisis		
		COVID-19 pandemic	Economic and social crises	Military threats, terrorism (Syria, Iran, Georgia, etc.)
Main threats	War, destruction of infrastructure, outflow of tourists, shortage of personnel	Closure of establishments, falling demand, financial risks	Energy crises, migration challenges, inflation	Military conflicts, terrorist threats, destruction of infrastructure
State support	Grants, tax breaks, e-recovery programs, international assistance	Financial support packages, loans to small and medium-sized businesses	Financial (local and regional) recovery funds, subsidies	Special business support programs
Business adaptation strategies	Diversification of services, business relocation, digitalization	Focus on domestic tourism, online services, security protocols	Environmental sustainability, innovations in tourism	Routine response, security protocols
The role of international organizations	Support of the UN, World Bank, EU, international organizations, military support (weapons, equipment)	Cooperation with WHO, international financial institutions	Funding from EU regional funds, World Bank, etc.), Coordination with international structures	Military support, strategic alliances
Use of technologies	Online booking, CRM systems, risk analytics, automated security systems	Artificial intelligence technologies, service automation	Development of smart tourism, eco-innovation	Automated security systems, cyber defense
Effectiveness of measures	Partial recovery, dependence on international assistance	Rapid adaptation, employment support	Relative stability, gradual recovery	High efficiency, loss minimization
Possibility of recovery in the post-crisis period	High in case of long-term support and a quick end to the war	High in case of the development of local tourism	High in case of high consumer trust	High in case of a rapid end of the military conflict

Source: compiled by the author after (Watchenko & Sharanov, 2022; Povorozniuk & Budzinsky, 2023; Zayachkovska et al., 2023; Ivanov, 2024).

By compiling the above aspects and correlations of scientific approaches with the concept of anti-crisis management, we will form the main strategic directions for sustainable development and adaptation of the hospitality sector to modern threats in Ukraine (*Figure 7*).

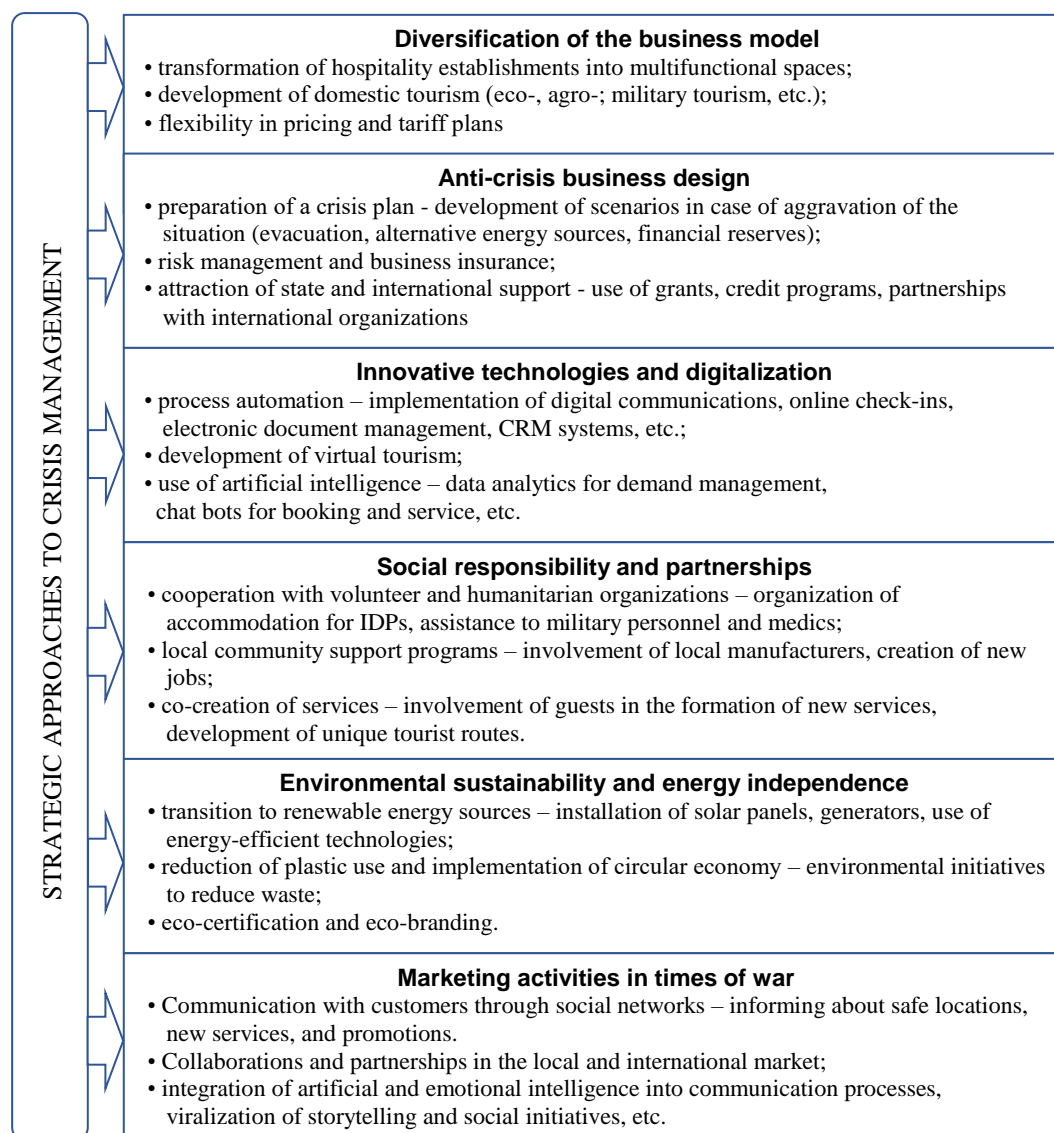


Figure 7. Strategic Approaches to Crisis Management in the Hospitality Sector in Times of Turbulence

Source: compiled by the author.

In view of the considered strategic approaches, it is proposed to use systemic approaches to forecast the development of business in the hospitality sector: Enterprise Risk Management (ERM), Risk Maturity Model (RMM), which allow to optimize risks and increase the predictability of crises (*Table 7*).

Therefore, in the short term, hospitality entities should focus on adaptation, in the medium term – on optimization and expansion of the business, in the long term – on innovations, partnerships and international cooperation. Therefore, the use of ERM and RMM contributes to the timely identification of crisis symptoms, increases predictability and adaptation to crises. Crisis planning and innovations allow you to respond faster to challenges, reducing the impact of uncertainty.

Table 7

Forecasting business development in the post-war period in the hospitality sector of Ukraine using systemic approaches

Methodology	Key aspect	Expected results for business	Forecast		
			short-term (1–3 years)	medium-term (3–5 years)	long-term (more than 5 years)
Enterprise Risk Management (ERM)	Integration of risk management into all business processes	Increasing resilience, adaptation to crises	Operational stabilization, development of crisis strategies, cost optimization	Investment in digitalization and security, flexible personnel management	Diversification of business models, entry into international markets
Risk Maturity Model (RMM)	Assessment of risk management maturity, development of risk culture	Increasing predictability of crises, strategic adaptation	Assessment of business weaknesses, implementation of basic risk management mechanisms	Strengthening corporate risk management culture, automation of risk monitoring	Formation of a long-term risk management strategy based on analytics and artificial intelligence
Strategic risk analysis (PESTLE, SWOT)	Assessment of the Impact of Macroeconomic, Political, Social and Technological Factors	Flexible planning, adaptation to market changes and consumer preferences	Identification of key risks, short-term solutions to support business	Formation of strategic vision, search for partnerships for recovery	Entering new market segments, strengthening international cooperation
Crisis planning (Business Continuity Management – BCM)	Development of Action Plans in Case of Force Majeure	Minimization of losses, rapid response to crisis situations	Development of crisis response scenarios, testing of business resilience	Automation of crisis management, preparation of alternative business models	Institutionalization of anti-crisis management, implementation of flexible operating models
Digital Transformation and Innovation	Investments in technology, automation, artificial intelligence	Cost optimization, increasing competitiveness	Implementation of online bookings, CRM, chatbots for customers	Using Big Data for demand forecasting, intelligent management systems	Full-fledged service automation, integration with global platforms
Human Capital Management	Flexible work models, staff retraining	Increasing employee productivity and loyalty	Training staff to work in a crisis, minimizing layoffs	Flexible contracts, strengthening the role of soft skills	Automated HR management systems, hybrid work models

Source: compiled by the author according to (Taleb, 2007; Fisher et al., 2021; Boiko, 2022; Povorozniuk & Budzinsky, 2023; Konoplyanyk & Skrob, 2024).

Therefore, in the short term, hospitality entities should focus on adaptation, in the medium term – on optimization and expansion of the business, in the long term – on innovations, partnerships and international cooperation. Therefore, the use of ERM and RMM contributes to the timely

identification of crisis symptoms, increases predictability and adaptation to crises. Crisis planning and innovations allow you to respond faster to challenges, reducing the impact of uncertainty.

Most international hotel operators use an ERM strategy for risk management. The ERM methodology involves the following steps:

1. Risk identification, which includes the following agendas:
 - analysis of global and local risk factors through PESTLE;
 - collection of data on events that have affected operations in the past;
 - identification of specific threats for each region.
2. Assessment and prioritization, which includes the following implementation results:
 - risk assessment model based on probability, impact and mitigation options;
 - response scenarios for different types of crises (e.g. pandemic, terrorist attacks).
3. Development of response strategies, which includes the implementation of:
 - financial hedging of risks to reduce losses;
 - cybersecurity systems to protect guest data;
 - physical security systems against military threats;
 - investments in post-COVID-19 sanitation protocols and contactless technologies, etc.
4. Monitoring and adjusting the strategy, ensuring:
 - using Big Data and AI for real-time risk analysis;
 - internal audits and regular review of strategies.

An example of the application of crisis management through ERM is demonstrated by the InterContinental Hotels Group chain (InterContinental and Holiday Inn hotels), which minimized financial losses during the pandemic by 30% compared to competitors thanks to crisis management strategies, and is constantly strengthening the brand reputation through security declarations and environmental initiatives. Holiday Inn suffered from a massive missile attack in December 2024 (AIN, 2024), so it is currently strategizing to support loyalty and prospects for recovery on its social pages (Holiday Inn Kyiv, n. d.).

At the same time, the RMM methodology is also used in strategic planning by both hotels and restaurants. This methodology primarily includes an assessment of the current state of risk management through self-assessment in the following key areas: strategic alignment, culture and responsibility, risk management capabilities, risk management and analytics. A striking example of the application of RMM is the Hyatt hotel chain (n. d.), which pursues an open policy and demonstrates corporate goals on the official website, strengthening the positive reputation of the brand.

Thus, the approaches proposed for review demonstrate the capabilities of hotels to adapt their anti-crisis strategies to unforeseen challenges. The prospects for the recovery and sustainable development of hospitality entities in the post-war period are positive, most hotels demonstrate successful anti-crisis management practices: they introduce energy efficiency practices, open new establishments, reorient services to domestic tourism and provide services for internally displaced persons and military personnel. In addition, according to experts, the hospitality market will need an additional 30–40% of hotel rooms (Lupashko, 2024).

Thus, the war in Ukraine has become a "black swan" event for business, especially in the hospitality sector, due to its suddenness, large-scale impact and unpredictability. However, hospitality entities are successfully overcoming unprecedented challenges, which indicates the effectiveness of the application of anti-crisis strategies and tactics.

Conclusions

The results of the analysis of scientific and media sources showed the relevance of the issues of anti-crisis management in the hospitality sector in conditions of uncertainty. In particular, before the full-scale war in Ukraine, the scientific focus covered financial stability, competitiveness and internal efficiency. In conditions of martial law, priorities shifted: management was forced to abandon long-term strategic plans in favor of flexible operational management. After all, an instant response to shelling, evacuations, logistics restrictions, etc. was required. Hospitality entities began to close or preserve individual facilities, launch personnel outsourcing, share premises with partners, and more actively implement digital services (QR menus, online booking, flexible service packages, etc.). The integration of crisis management with security functions has also intensified, which began to cover not only financial and organizational aspects, but also security protocols: organizing shelters in hotels and restaurants; training personnel in actions during an air raid; purchasing generators, Starlink, autonomous power systems, etc. Accordingly, the hypothesis put forward regarding military crises as a manifestation of the "black swan" phenomenon, which requires the transformation of traditional approaches to crisis management, has been theoretically confirmed.

The scientific value of this research lies in improving the definition of anti-crisis management as a set of strategies and solutions to counteract financial, reputational and property risks. The types of crises are systematized, including the phenomenon of the "black swan" – sudden events with a significant impact. A strategic management model is proposed that takes into account the unpredictable conditions of war. From the development of the theory, including additional hypotheses, the following conclusions were obtained: even predicted crises change dynamically, requiring adaptability. And the experience of countries with military conflicts (Syria, Iran, Georgia) can be partially adapted in Ukraine. Hospitality entities that implement

anti-crisis strategies have more chances to attract partners and investors during the reconstruction period. This requires further market research in the post-war period.

Practical results include the implementation of decision-making tools in a state of uncertainty: diversification of services, digitalization, social responsibility, energy independence, sustainable management. The use of design thinking as a method of adaptation, rapid prototyping, and co-creation of solutions was recognized as particularly important. This can help reduce the negative effects of unforeseen crises.

At the same time, the results of the comprehensive analysis showed that business activities are under the pressure of multi-crisis (a combination of several types of crises), which complicates planning and requires the implementation of modern ERM and RMM methodologies. Their effectiveness is proven by examples of international hotel chains in Ukraine. It is also important to take into account global challenges, in particular environmental ones, which may cause new crises in the future. Thus, for the long-term adaptation of the hospitality industry in Ukraine, it is important to combine risk-oriented thinking with innovative approaches that ensure a balance between economic efficiency and social responsibility. This is seen as a promising area of scientific research with further analysis of the experience gained in anti-crisis management in wartime and post-war revival, taking into account the goals of sustainable business development.

REFERENCE/СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

AIN. (2024). "We are unlikely to be able to reopen at this point" – AIN has collected information about establishments, banks and office centers that were affected by the shelling of Kyiv on December 20. https://ain.ua/2024/12/20/raketnyi-udar-po-kijevu-naslidki-dlia-biznesu/	AIN. (2024). "Навряд ми зможемо перевідкритись у цій точці" – AIN зібрав інформацію про заклади, банки та офісні центри, що постраждали від обстрілу Києва 20 грудня. https://ain.ua/2024/12/20/raketnyi-udar-po-kijevu-naslidki-dlia-biznesu/
Boiko, M., Bovsh, L., & Okhrimenko, A. (2022). Crisis resilience of the tourism business in martial law. <i>The International Scientific-Practical Journal "Commodities And Markets"</i> , 42(2), 31–47. https://doi.org/10.31617/2.2022(42)03	
Bolotnov, D. (2022). Peculiarities of anti-crisis management of domestic enterprises. <i>Innovation and Sustainability</i> , (2), 173–176. https://ir.lib.vntu.edu.ua/bitstream/handle/123456789/37421/22.pdf?sequence=1	Болотнов, Д. (2022). Особливості антикризового управління вітчизняними підприємствами. <i>Innovation and Sustainability</i> , (2), 173–176. https://ir.lib.vntu.edu.ua/bitstream/handle/123456789/37421/22.pdf?sequence=1
Bovsh, L., Rasulova, A., & Rasulov, R. (2024). Design management as a concept of effective business design. <i>International scientific and practical journal "Commodities and Markets"</i> , 51(3), 40–59. https://doi.org/10.31617/2.2024(51)03	Бовш, Л., Расулова, А., & Расулов, Р. (2024). Дизайн-менеджмент як концепція ефективного проєктування бізнесу. <i>Міжнародний науково-практичний журнал "Товари і ринки"</i> 51(3), 40–59. https://doi.org/10.31617/2.2024(51)03
Bovsh, L., Bosovska, M., Okhrimenko, A., & Rasulova, A. (2023). Digital security of the hotel brand. <i>Menadzhment u Hotelijerstvu i Turizmu</i> , 11(1), 145–163. https://doi.org/10.5937/menhotur2301145b	
Broekema, W., Van Kleef, D., & Steen, T., (2017). What factors drive organizational learning from crisis? Insights from the Dutch food safety services' response to four veterinary crises. <i>Journal of Contingencies and Crisis Management</i> , 25(4), 326–340.	
Bundy, J., Pfarrer, M. D., Short, C. E., & Coombs, W. T. (2017). Crises and crisis management: Integration, interpretation, and research development. <i>Journal of Management</i> , 43(6), 1661–1692. https://doi.org/10.1177/0149206316680030	

- Burak, V. G. (2023). Cross-sectoral projects in anti-crisis management of hotel and restaurant enterprises. *Scientific Bulletin of Kherson University*, (48), 5–9. <https://ejournal.kspu.edu/index.php/ej/article/view/801/768>
- Burhan, M., Salam, M. T., Hamdan, O. A., & Tariq, H. (2021). Crisis management in the hospitality sector SMEs in Pakistan during COVID-19. *International Journal of Hospitality Management*, (98), 103037. <https://doi.org/10.1016/j.ijhm.2021.103037>
- Burton, A. M., & Dickinger, A. (2025). Innovation in Crisis. The role of leadership and dynamic capabilities for a more innovative hospitality industry. *International Journal of Hospitality Management*, (124), 103946. <https://doi.org/10.1016/j.ijhm.2024.103946>
- Coombs, W. T. (2019). *Ongoing Crisis Communication: Planning, Managing, and Responding*. Thousand Oaks, CA: Sage.
- Crisis management. (2025). In *Cambridge dictionary*. Cambridge University Press. Retrieved February 20, 2025. <https://dictionary.cambridge.org/dictionary/english/crisis-management>
- Deineko, L., & Tsyplitska, O. (2022). Key objectives of industrial recovery in a post war period: lessons from global experience. *MIND Journal*, (14). <https://doi.org/10.36228/mj.14/2022.1>
- Derzhstat. (2024). *Financial results of large and medium-sized enterprises for January–June 2024 (express edition)*. <https://stat.gov.ua/uk/publications/finansovi-rezultaty-diyalnosti-velykykh-ta-serednikh-pidpryyemstv-za-sichen-cherven>
- Держстат. (2024). *Фінансові результати діяльності великих та середніх підприємств за січень–червень 2024 року (експрес-випуск)*. <https://stat.gov.ua/uk/publications/finansovi-rezultaty-diyalnosti-velykykh-ta-serednikh-pidpryyemstv-za-sichen-cherven>
- El-Said, O. A., Elhoushy, S., Smith, M., & Youssif, M. (2024). Crisis-driven innovation in hospitality: How do international hotel chains innovate to recover from a global crisis? *International Journal of Hospitality Management*, (120), 103758. <https://doi.org/10.1016/j.ijhm.2024.103758>
- Fisher, R., Francis, M., & Haven-Tang, C. (2021). 6 An organizational learning model for crisis management in tourism and hospitality. *Organizational Learning in Tourism and Hospitality Crisis Management*, 91–106. <https://doi.org/10.1515/9783110679120-006>
- Fulgence, N. (2016). War on Terrorism in Africa: A Task beyond African Regional Organizations. *Journal of Hotel & Camp; Business Management*, 5(1). <https://doi.org/10.4172/2169-0286.1000117>
- Garrido-Moreno, A., Garcia-Morales, V. J., & Martin-Rojas, R. (2021). Going beyond the curve: Strategic measures to recover hotel activity in times of COVID-19. *International Journal of Hospitality Management*, (96), 102928.
- Goll, J., & Zieba, K. (2025). Hospitality Human Capital process model in crisis management: Managing human capital and revealing employees' hidden capabilities. *Tourism and Hospitality Research*. <https://doi.org/10.1177/14673584251313726>
- Herbane, B. (2018). Rethinking organizational resilience and strategic renewal in SMEs. *Entrepreneurship & Regional Development*, 31(5–6), 476–495. <https://doi.org/10.1080/08985626.2018.1541594>
- Holiday Inn Kyiv*. (n. d.). Instagram page. Hotel Holiday Inn Kyiv. https://www.instagram.com/holidayinn_kyiv/
- Hryshchuk, A. (2019). Crisis management and its tools. <https://conf.ztu.edu.ua/wp-content/uploads/2019/01/19.pdf>
- Гришук, А. (2019). Антикризове управління та його інструментарій. <https://conf.ztu.edu.ua/wp-content/uploads/2019/01/19.pdf>
- Hyatt. (n. d.). About HYATT. <https://about.hyatt.com>
- Inshe. (2024). Restaurants are closing in Ukraine. Most of them are in the middle price segment. <https://inshe.tv/economics/2024-12-11/890836/>
- Inshe. (2024). В Україні закриваються ресторани. Найбільше – в середньому ціновому сегменті. <https://inshe.tv/economics/2024-12-11/890836/>
- Ivanov, S. (2024). Economic recovery and development oountries after armed conflicts and wars: Ukraine's opportunities that have not lost yet. *Economy of Ukraine*, 62(1(686)), 75–89. <https://doi.org/10.15407/economyukr.2019.01.075>
- Іванов, С. (2024). Економічне відновлення і розвиток країн після збройних конфліктів та воєн: невтрачені можливості для України. *Економіка України*, 62(1(686)), 75–89. <https://doi.org/10.15407/economyukr.2019.01.075>
- Jayasundara-Smiths, S. (2020). Lost in transition: linking war, war economy and post-war crime in Sri Lanka. *War Economies and Post-War Crime*, 63–79. <https://doi.org/10.4324/9780429260940-5>
- Kaldor, M. (2020). Chapter 5. War and Economic Crisis. *The Deepening Crisis*, 109–134. <https://doi.org/10.18574/nyu/9780814772805.003.0006>

Konoplyanyk, D. O., & Skrob, V. I. (2024). Ensuring the post-war recovery of the hotel and restaurant industry in Ukraine: risks, challenges and methods of solving problems. <i>Food security of Ukraine in the conditions of the war and post-war recovery: global and national dimensions. International forum</i> , 195–199. https://doi.org/10.31521/978-617-7149-78-0-61	Конопляник, Д. О., & Скроб, В. І. (2024). Забезпечення післявоєнного відновлення готельно-ресторанної галузі в Україні: ризики, виклики та методи розв'язання проблем. <i>Продовольча безпека України в умовах війни і післявоєнного відновлення: глобальні та національні виміри. Міжнародний форум</i> , 195–199. https://doi.org/10.31521/978-617-7149-78-0-61
Korsak, R., Svitlynets, O., & Godya, I. (2024). Post-war strategy of building a hotel complex in Ukraine in the context of European integration. <i>Current problems of the humanities</i> , 2(72), 45–52. https://doi.org/10.24919/2308-4863/72-2-6	Корсак, Р., Світлинєць, О., & Годя, І. (2024). Післявоєнна стратегія будівництва готельного комплексу України в умовах європейської інтеграції. <i>Актуальні проблеми гуманітарних наук</i> , 2(72), 45–52. https://doi.org/10.24919/2308-4863/72-2-6
Lupashko, A. (2024). Forecast for better times: When and how the tourism industry in Ukraine can recover. <i>NV Business</i> . https://biz.nv.ua/ukr/experts/novi-goteli-ta-kurorti-v-karpatah-chi-chorniy-turizm-koli-inozemci-prijidut-v-ukrajinu-50471300.html	Лупашко, А. (2024). Прогноз на кращі часи: Коли і як може відновитися туристична галузь в Україні. <i>NV Бізнес</i> . https://biz.nv.ua/ukr/experts/novi-goteli-ta-kurorti-v-karpatah-chi-chorniy-turizm-koli-inozemci-prijidut-v-ukrajinu-50471300.html
Molchanova, O. (2020). Formation of an anti-crisis management team. <i>Anti-crisis management: state, region, enterprise</i> . https://doi.org/10.30525/978-9934-26-020-9-14	Молчанова, О. (2020). Формування команди антризового управління. <i>Антикризове управління: держава, регіон, підприємство</i> . https://doi.org/10.30525/978-9934-26-020-9-14
Paraskevas, A. (2021). 5 Learning from a cascading crisis: A framework for crisis learning stewardship. <i>Organizational Learning in Tourism and Hospitality Crisis Management</i> , 73–90. https://doi.org/10.1515/9783110679120-005	
Parenta, O. (n. d.). <i>Evolution and crisis: development of film industry in Yugoslavia after World War II</i> . https://doi.org/10.14264/uql.2015.449	
Povoroznyuk, I., & Budzinsky, V. (2023). Formation of anti-crisis management programs at hospitality industry enterprises during crises. <i>Economy and Society</i> , (55). https://doi.org/10.32782/2524-0072/2023-55-80	Поворознюк, І., & Будзінський, В. (2023). Формування програм антикризового управління на підприємствах індустрії гостинності під час криз. <i>Економіка та суспільство</i> , (55). https://doi.org/10.32782/2524-0072/2023-55-80
<i>Pro-Consulting</i> . (2024). Analysis of the catering market in Ukraine (HORECA). https://pro-consulting.ua/ua/issledovanie-rynka/analiz-rynka-zavedenij-obshchestvennogo-pitaniya-v-ukraine-2024-god	<i>Pro-Consulting</i> . (2024). Аналіз ринку закладів громадського харчування в Україні (HORECA). https://pro-consulting.ua/ua/issledovanie-rynka/analiz-rynka-zavedenij-obshchestvennogo-pitaniya-v-ukraine-2024-god
Semyrga, L., Humeniuk, V., Kaziuka, N., Myktyyn, V., & Steliga, I. (2023). Security of hotel and tourism business under martial law: a case of anti-crisis situational management. <i>Investytsiyi: Praktyka Ta Dosvid</i> , (6), 93–99. https://doi.org/10.32702/2306-6814.2023.6.93	
Sharipov, O. (2023). Rockets instead of visitors. The war damaged more than 1,000 restaurants, cafes and hotels. How business is restoring them and how the state can help. <i>Forbes.Ua</i> . https://forbes.ua/money/raketi-zamist-vidviduvachiv-viyna-poshkodila-ponad-1000-restoraniv-kafe-ta-goteliv-yak-biznes-ikh-vidnovlyue-i-chim-mozhe-dopomogti-derzhava-14022023-11725	Шаріпов, О. (2023). Ракети замість відвідувачів. Війна пошкодила понад 1000 ресторанів, кафе та готелів. Як бізнес їх відновлює і чим може допомогти держава. <i>Forbes.Ua</i> . https://forbes.ua/money/raketi-zamist-vidviduvachiv-viyna-poshkodila-ponad-1000-restoraniv-kafe-ta-goteliv-yak-biznes-ikh-vidnovlyue-i-chim-mozhe-dopomogti-derzhava-14022023-11725
Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. <i>Journal of business research</i> , (117), 312–321. https://doi.org/10.1016/j.jbusres.2020.06.015	
Taleb, N. N. (2007). <i>The Black Swan: The Impact of the Highly Improbable</i> . Random House. https://www.stat.berkeley.edu/~aldous/157/Books/Black_Swan-sub.pdf	
Tarasovsky, Yu., & Kruchynina, G. (2024). The number of hotels and hostels in Ukraine is growing, domestic tourism contributes to the development of the industry – research. <i>Forbes.Ua</i> . https://forbes.ua/news/v-ukraini-zrostaе-kilkist-goteliv-ta-khosteliv-vnutrishniy-turizm-e-drayverom-rozvitku-industrii-doslidzhennya-03102024-23985	Тарасовський, Ю., & Кручиніна, Г. (2024). В Україні зростає кількість готелів та хостелів, внутрішній туризм сприяє розвитку індустрії – дослідження. <i>Forbes.Ua</i> . https://forbes.ua/news/v-ukraini-zrostaе-kilkist-goteliv-ta-khosteliv-vnutrishniy-turizm-e-drayverom-rozvitku-industrii-doslidzhennya-03102024-23985
<i>Thebusinessparadox</i> . (2024). Crisis Management: What Is It? https://thebusinessparadox.com/crisis-management-what-is-it/	

Tkachenko, A. (2023). Anti-crisis management as a comprehensive system for preventing crisis situations. <i>Scientific journal "Modeling the development of the economic systems"</i> . https://mdes.khmnmu.edu.ua/index.php/mdes/article/download/178/152/394	Ткаченко, А. (2023). Антикризове управління як комплексна система запобігання кризовим ситуаціям. <i>Scientific journal "Modeling the development of the economic systems"</i> . https://mdes.khmnmu.edu.ua/index.php/mdes/article/download/178/152/394
UHRA. (2024). Nationwide Survey on the Impact of War on the Tourism Industry: https://drive.google.com/file/d/1vrmxvBwZG9pNop3ucgPIqYemH-JbTeC_/view	UHRA. (2024). Загальнонаціональне опитування щодо впливу війни на туристичну галузь: https://drive.google.com/file/d/1vrmxvBwZG9pNop3ucgPIqYemH-JbTeC_/view
Vatchenko, B. S., & Sharanov, V. S. (2022). Anti-crisis management of an enterprise in wartime. <i>Economic Space</i> , (182), 38–43. http://prostir.pdaba.dp.ua/index.php/journal/article/view/1186/1143	Ватченко, Б. С., & Шаранов, В. С. (2022). Антикризове управління підприємством в умовах війни. <i>Економічний простір</i> , (182), 38–43. http://prostir.pdaba.dp.ua/index.php/journal/article/view/1186/1143
Vozovyk, O. (2023). Classification of principles of anti-crisis management in the public sphere. <i>Law and public administration</i> , (3), 77–82. http://pdu-journal.kpu.zp.ua/archive/3_2023/11.pdf	Возовик, О. (2023). Класифікація принципів антикризового управління у публічній сфері. <i>Право та державне управління</i> , (3), 77–82. http://pdu-journal.kpu.zp.ua/archive/3_2023/11.pdf
VRU (Verkhovna Rada of Ukraine). (2019). Code of Ukraine on Bankruptcy Procedures. <i>Bulletin of the Verkhovna Rada</i> , (19), 74. https://zakon.rada.gov.ua/laws/show/2597-19#Text	ВРУ (Верховна Рада України). (2019). Кодекс України з процедур банкрутства. <i>Відомості Верховної Ради</i> , (19), 74. https://zakon.rada.gov.ua/laws/show/2597-19#Text
Zaiachkovska, H., Tiahunova, N., & Mashika, H. (2023). Using the blue ocean strategy in the post-war restoration of tourist and hotel-restaurant spheres of Ukraine. <i>Investytsiyyi: Praktyka Ta Dosvid</i> , (4), 19–25. https://doi.org/10.32702/2306-6814.2023.4.19	Заячківська, Г., Тянунова, Н., & Машіка, Г. (2023). Використання стратегії блакитного океану в післявоєнному відновленні туристичної та готельно-ресторанної сфер України. <i>Інвестиції: Практика та досвід</i> , (4), 19–25. https://doi.org/10.32702/2306-6814.2023.4.19

Conflict of interest. The author certify that doesn't have financial or non-financial interest in the subject matter or materials discussed in this manuscript; the authors have no association with state bodies, any organizations or commercial entities having a financial interest in or financial conflict with the subject matter or research presented in the manuscript. Given that the author is affiliated with the institution that publishes this journal, which may cause potential conflict or suspicion of bias and therefore the final decision to publish this article (including the reviewers and editors) is made by the members of the Editorial Board who are not the employees of this institution.

The author received no direct funding for this research.

Bovsh, L. (2025). Crisis management of hospitality enterprises. *Scientia fructuosa*, 4(162), 83–107. [http://doi.org/10.31617/1.2025\(162\)06](http://doi.org/10.31617/1.2025(162)06)

Received by the editorial office 28.02.2025.

Accepted for printing 13.05.2025.

Published online 16.09.2025.