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MARKETING FRONTIER OF ECONOMIC SECURITY OF THE HOTEL BUSINESS

Ukrainian economic entities today operate under different security regimes: in border, frontline, or occupied regions, as well as in diasporic or relocated formats. Therefore, the main tasks facing them involve maintaining business viability in a crisis environment, particularly through building trust, preserving the client base, safeguarding reputational capital, and rapidly transforming the value proposition. Under these conditions, the marketing frontier emerges as a strategic decision-making zone at the intersection of survival and the transformation of business into a long-term system of economic resilience. The main hypothesis proposed is that the implementation of "frontier thinking" – encompassing flexibility, innovativeness, and adaptive leadership – into the anti-crisis strategies of business entities ensures a higher level of crisis resistance and capacity for transformational growth compared to traditional management models. The research applies a combination of qualitative methods (case studies of selected hotel enterprises, content analysis of strategic communications and crisis positioning, and modeling the relationship between management practices and business resilience) and quantitative analysis (processing statistical data on the transformation of the Ukrainian hotel market under war-related risks).

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МАРКЕТИНГОВИЙ ФРОНТИР ЕКОНОМІЧНОЇ БЕЗПЕКИ ГОТЕЛЬНОГО БІЗНЕСУ

Українські економічні суб'єкти функціонують сьогодні у різних безпекових режимах: прикордонних, прифронтових або окупованих регіонах, а також у діаспорних або релокованих форматах. Тому головним завданням для них є підтримка життєздатності бізнесу в умовах кризи, зокрема через формування довіри, збереження клієнтської бази, репутаційного капіталу та оперативну трансформацію ціннісної пропозиції. У цих умовах маркетинговий фронтір постає стратегічною зоною прийняття рішень на межі між виживанням і трансформацією бізнесу у довготривалу систему економічної стійкості. Висунуто основну гіпотезу, що впровадження "фронтирного мислення" (гнучкості, інноваційності та адаптивного лідерства) в антикризові стратегії суб'єктів бізнесу забезпечує вищий рівень кризостійкості та здатності до трансформаційного зростання порівняно з традиційними моделями управління. У дослідженні застосовано поєднання якісних методів (кейс-стаді окремих готельних підприємств, контент-аналіз стратегічних комунікацій, антикризового позиціонування, моделювання взаємозв'язку між управлінськими практиками та стійкістю бізнесу) і кількісного аналізу (обробка статистичних даних щодо трансформацій готельного ринку України в умовах воєнних ризиків). Визначено фронтірни



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The frontier zones of Ukraine are defined as geographical territories that respond differently to the challenges of war in terms of risk level, adaptability, recovery potential, and tourism activity. The theoretical foundation is formed by the conceptualization of the marketing frontier as a key tool for ensuring business economic security under conditions of instability, crisis, or direct threat. The study focuses on the intersection of marketing innovations and risk management systems, particularly in small and medium-sized enterprises. The applicability of the frontier thinking concept is justified for the development of adaptive, innovative, and anti-crisis management approaches in the hospitality sector. The research analyzes the specifics of crisis positioning of hotel enterprises during wartime, identifies features of frontier leadership in brand strategic communications, and proposes a three-level model of applying the marketing frontier as an adaptive tool for ensuring economic security. This model includes the level of strategic vision and value communication, the level of operational flexibility, and the level of innovative transformation. An analytical model of the crisis-management frontier in the HoReCa sector is also presented. The findings may be valuable for managers seeking to design and implement crisis-resilient business models under conditions of heightened turbulence.

Keywords: crisis management, HoReCa, adaptability, innovation, frontier thinking, frontier zone, frontier strategies, resilience.

зони України як географічні території, що по-різному реагують на виклики війни: за рівнем небезпеки, адаптивності, потенціалу до відновлення, туристичної активності тощо. Теоретичну основу сформовано концептуалізацією маркетингового фронтиру як ключового інструмента забезпечення економічної безпеки бізнесу в умовах нестабільності, кризи або прямої загрози. У фокусі дослідження – перетин маркетингових інновацій і систем управління ризиками, зокрема в малому та середньому бізнесі. Обґрунтовано доцільність використання концепції фронтального мислення для розроблення адаптивних, інноваційних та антикризових управлінських підходів у сфері гостинності. Проаналізовано специфіку антикризового позиціонування готельних підприємств в умовах війни, виявлено ознаки фронтального лідерства у стратегічних комунікаціях брендів, а також запропоновано трирівневу модель застосування маркетингового фронтиру як адаптивного інструмента забезпечення економічної безпеки, що охоплює: рівень стратегічної візії та ціннісної комунікації, рівень операційної гнучкості та рівень інноваційної трансформації. Також представлено аналітичну модель фронтиру антикризового управління в HoReCa. Результати дослідження можуть бути корисними для управлінців, які прагнуть розвивати антикризові бізнес-моделі в умовах високої турбулентності.

Ключові слова: антикризове управління, HoReCa, адаптивність, інновації, фронтальне мислення, зона фронтиру, фронтальні стратегії, кризостійкість.

JEL Classification: M31, L83, L25, D81, O35, Q56.

Introduction

The current situation in Ukraine, caused by a full-scale war, has posed unprecedented challenges to the domestic hotel business. Disruption of logistics chains, reduction of domestic demand, reduction of the tourist attractiveness of regions, as well as the constant threat of destruction or damage to property have significantly complicated the sustainable functioning of hospitality entities. In such conditions, the relevance of finding new, non-standard management solutions becomes important, which not only allows you to resist external threats, but also contributes to transformational growth, increasing the economic security of business entities.

In this context, the concept of the marketing frontier deserves special attention, which in the scientific literature is associated with dynamic, breakthrough, innovative approaches to the development of market strategies. Such an approach involves a departure from traditional, defensive marketing models to strategies built on flexibility, proactivity and adaptive leadership as key elements of anti-crisis management.

Given the interdisciplinary nature of the research, it is advisable to consider works that are valuable for forming a theoretical basis. The scientific

justifications of the marketing frontier in ensuring the economic security of business are formed at the intersection of the theories of the strategic frontier, adaptive leadership, marketing flexibility and anti-crisis management. Each of these approaches offers a separate but substantiated view on how to build an effective development strategy in the face of unprecedented challenges.

Global crises in the world and in Ukraine have provoked research into the intersections of opposites (frontiers) in different contexts of the analytical framework. Slywotzky (2004) wrote about the limits of survival – points where a business either dies or is radically transformed, suggesting that managers expand their vision of risk, in particular as opportunities for development. Markus and Benjamin (2013) analyzed two alternative models of what it means to be an agent of change, their potential consequences and structural conditions during a crisis. The frontier as a space of innovation, where weak business entities become strong through flexibility and creativity, is also present in scientific discussions. Accordingly, the relationship between digital (cyber) and physical space as a marketing frontier was studied by scientists Brown and Turley (2005) and Negi (2024). The creation of a platform where the dual nature of loyalty (attitude, reflecting the emotional connection of the customer, and behavioral, indicating his purchase patterns) form a new marketing frontier with the participation of artificial intelligence was developed by scientists Park and Hong (2024). The approach of Abraham (2012) is interesting, who defined time as another boundary of value innovations. At the same time, some scientists consider the conceptualization of the frontier as a line of tension, where the old management paradigm and new realities intersect (Yip & Madsen, 1996; Young, 2014). According to the Ukrainian scientist Vynarchuk (2013), the frontier is determined by processes unfolding in the social plane. He states the situation of the frontier as interaction between different communities in conditions of uncertainty, instability, which can be aimed at finding acceptable forms of coexistence, mechanisms for regulating relationships. As a space of interaction, conflict and adaptation, which requires a comprehensive analysis to form effective strategies to counteract negative phenomena (crime) and ensure stability in a period of global change, the frontier is defined in their study by Krytsak et al. (2025). Summarizing the presented works, it can be stated that the frontier involves movement within the market and the search for new forms of value, sources of growth and areas of strategic risk. In view of this, the following hypothesis is put forward:

H1: applying the logic of frontier thinking in the hotel business in times of crisis allows increasing the level of economic security through diversification of services, digitalization, and reorientation to new segments.

Adaptive leadership is an important component in the formation of a business entity's development strategy. In conditions of uncertainty and crisis, organizations need not so much technical management as adaptive management – the ability to learn quickly, change strategies, and rethink the mission. These provisions were studied by Heifetz et al. (2009); Salih (2023), who detailed the need to develop such leadership competencies as adaptability,

sustainability, and intellectual dynamism to achieve and perform work. Baker (2023) drew valuable conclusions from his research. He developed a practical course on developing business skills in adaptive leadership based on cases for difficult/crisis times in large and small organizations. Eggers (2021) emphasizes that developing resilience increases adaptive potential and provides a proven tool for developing individual and organizational resilience.

Another important component of management competencies is marketing agility, i.e., in quickly responding to market changes, using digital tools, and creating an adaptive value proposition. In particular, the study by Sotiriadis and Shen (2025) proposed a symbiosis of customer decision path models and the 8Ps of service marketing, which consists in the flexible and adaptive implementation of tactics and media to increase efficiency and improve performance. The development of new industrial marketing management models based on resilience, responsiveness, and renewal proposed by Ameen and Tarba (2025) is valuable for this study. They are based on a new understanding of flexibility as an opportunity and a way of thinking for B2B firms operating in a turbulent environment. In view of the above, the following hypothesis is proposed:

H2: Hotels that practice adaptive management with elements of frontier leadership and agile marketing have a greater ability for transformational growth, long-term position maintenance, and resilience to market shocks.

In turn, economic security is determined by the ability of a business entity to counteract threats, maintain stability, competitiveness and the ability to innovate. The article is based on previous scientific research devoted to the issues of economic security of the hotel business in wartime conditions (Boiko et al., 2022; Bovsh, 2024; Verezomska et al., 2024). As for further scientific research, it is proposed to investigate how management approaches based on the frontier concept can transform the marketing management system of domestic hotels, increasing their adaptability to crisis challenges and the ability to sustainable development. Therefore, the following hypothesis is initiated:

H3: The application of a frontier approach in marketing management allows us to reformat the model of economic security of hotels, focusing it on dynamic response to risks, technological innovation, and adaptation to changed market conditions.

The presented scientific sources confirm the need to find innovative effective tools for business strategy in conditions of turbulence, uncertain in time and scale of losses. The concept of a marketing frontier arises on the verge of crisis and transformation as a response to new challenges. It allows us to integrate the functions of risk management, reputation policy, social branding and strategic flexibility, developing a new architectonics of economic security of the hotel business. Therefore, the study of the conceptual manifestations of the marketing frontier is timely both for expanding the scientific discourse and for improving practical insights into anti-crisis management in the hospitality sector.

The purpose of the article is to theoretically substantiate the possibility of using the marketing frontier as an adaptive tool for anti-crisis management in the hotel business of Ukraine in conditions of war. At the same time, the key task is to study the challenges facing the hotel business in wartime; analyze conceptual approaches to marketing adaptation and strategic positioning in a crisis environment; justify the feasibility of using "frontier thinking" in hotel management; build an analytical model for applying the marketing frontier in anti-crisis management; determine the levels and tools for implementing the marketing frontier.

To achieve the goals, an interdisciplinary approach was used, combining qualitative methods (case studies, content analysis, modeling the relationship between management practices and business resilience) and quantitative analysis of statistical data on the transformations of the hotel market of Ukraine in conditions of war risks. Content analysis was used to process the terms and strategic patterns available in scientific sources that correspond to the definitions of "frontier", "frontier thinking", "frontier strategy". The case-study method contributed to the study of Ukrainian HoReCa entities, which are known for their adaptability, introduction of innovations or transformations in conditions of war. Expert assessment allowed interpreting the vision of specialists of economic security, new approaches to marketing and crisis resilience through the prism of "frontier thinking", even if they do not call it that. The modeling method was used to form an analytical framework of the "marketing frontier".

The information base of the study is scientific and professional sources in marketing, hotel business, crisis management, and online hotel platforms.

The scientific novelty lies in the development of the concepts of "marketing frontier" and "frontier strategy", the systematization of forms of frontier thinking and geographical frontier zones. This allows adapting the marketing activities of hospitality entities to existential threats, in particular war.

Of practical significance is the possibility of using the developed model of the frontier of anti-crisis management in HoReCa as a tool for strategic orientation of hotel managers to improve the competencies of prompt response to external threats and proactive adaptation of security policy to crisis conditions.

Despite the conceptual models of adaptive marketing and the frontier of anti-crisis management for hotels in crisis conditions proposed in the study, the results are based on a limited number of cases and mainly qualitative analysis. This opens up prospects for further research, in particular for quantitative verification of models, their adaptation to various crisis scenarios and scaling in other sectors of the hospitality industry.

The structure of the main part of the article consists of four sections: the first analyzes the theoretical sources of the concept of the marketing frontier; the second deals with threats to the economic security of hotels in Ukraine; the third examines case analysis and content analysis of management practices of Ukrainian hotels during the war; the fourth section examines models of adaptive marketing as a security tool in frontier conditions.

1. The relevance of the frontier approach for the hotel business in times of turbulence

In the current conditions of systemic crises, the hotel industry of Ukraine is constantly faced with unprecedented challenges that require not only a prompt response, but also a deep reassessment of strategic approaches to management. This is especially true of military risks that directly threaten the functioning of hospitality entities.

In such conditions, there is a growing need to apply frontier thinking – a management paradigm that is focused on going beyond standard business models and focusing on innovative, flexible and adaptive practices. The concept of the frontier involves the integration of marketing not only as a function of promoting a product or service, but also as a strategic force that can act as a tool for stabilization, trust, reputational support, as well as reassessment of the value of hotel service in conditions of systemic threats.

The focus of the study is primarily on the theoretical basis. In particular, the terms "frontier", "frontier thinking", "marketing frontier thinking" require consideration. Thus, the frontier entered the scientific lexicon thanks to the American scientist Turner (1920) and has since been tested in various social spheres (*Table 1*).

Table 1

Comparative analysis of the definition of "frontier"

Source	Definitional characteristics	Context of use	Key elements
Turner (1920)	A fortified border line extending through densely populated areas	Historical and geographical aspect	Fortified borderline
Slywotzky (2004)	Strategic risk zones	Economic aspect	Risk zone
Vodotyka (2012)	That which is difficult to define, that which is a blurred, hybrid a priori	Historical and ethical aspect	Space of ontological uncertainty
Abraham (2012)	A zone of innovative opportunities and actions	Economic aspect	Innovation zone
Vynarchuk (2013)	A key to understanding the causes and factors of global transformation processes that continuously occur on a civilizational scale	Historiographical aspect	Interpretive framework of changes and transformations
Orlov (2020)	A zone of socio-cultural collision, active interaction of controversial civilizational patterns with pretensions to dominance, expansion and protection	Legal aspect	Zone of collision and interaction
Krizak et al. (2025)	At the same time, a zone of competition and cooperation, where ideas, technologies and cultures compete	Humanitarian aspect	Zone of competition and cooperation
Brown & Turley (2005)	Where both division and synthesis, facts and fiction are entangled in a dizzying web	Marketing aspect	Space of hybridity and uncertainty

Source: compiled by the author based on the scientific sources cited.

As the approaches considered demonstrate, the frontier is a transitional zone of growth and instability, where uncertainty acts as a catalyst for innovation, adaptability, and strategic renewal. Their generalization allows us to interpret the "frontier" as a dynamic space of uncertainty, strategic tension, and opportunity, where different paradigms, cultures, technologies, and value systems collide and interact.

In this sense, the frontier is not a fixed line, but a constantly changing zone of adaptation, risk and innovation, which requires new management models. In particular, in the hotel business, the frontier is a category of:

- competitive challenges and cooperation (collaboration) opportunities (in particular, between national and global hotel market operators);
- socio-cultural dialogue (during crises, migrations, military operations);
- testing of new management approaches, marketing strategies and tactics in the field of security and trust;
- the intersection point of the survival strategy and the transformation strategy.

Based on the above, we will distinguish the types of frontier zones, which will contribute to a deeper understanding of the concept and its integration into anti-crisis marketing approaches (*Table 2*).

Table 2

Typology of frontier zones in the hotel business (wartime)

Frontier type	Characteristics	Insights in the hotel business
Geographic	Division into zones within administrative-territorial units that are directly adjacent to the line of combat or subject to attacks, remote or rear	Hotels diversify the range of services depending on their location in certain administrative-territorial units, business relocation
Market	Zones of transformation of consumer demand due to pandemic quarantine, war, uneven location of recreational resources and tourist attractions	Digital or offline business, positioning of hotels by concepts, level of comfort, differentiation of hotel services, etc.
Reputational/communication	Information zones where the struggle for trust, emotional capital, brand support is waged	Process automation, social networks, brand storytelling, CSR activity of hotels, etc.
Infrastructural	Areas with limited access to resources: water, energy, logistics	Southern regions and frontline regions with constant outages
Investment	Areas with different attractiveness for domestic / international investors	Lviv, Ivano-Frankivsk regions – new target segments for relocated businesses
Social	Areas dominated by certain social (ethnic) groups	National / local cultural and gastronomic traditions, guest and staff behavior, emotional brand positioning
Legal / regulatory	Areas with certain (different) rules of access, control, security, economic incentives, etc.	Priority development territories, research hubs, locations with movement restrictions, evacuation, curfew
Value-ethical	Space where brands demonstrate a moral stance: the choice between profit and guest well-being	Choice to stay and work in the risk zone, implement social / environmental initiatives, volunteer, etc.

Source: compiled by the authors.

Based on the analysis, it can be argued that the typology of frontiers is based on the intersection of certain problems (crisis) and opportunities, among which the key ones are diversification of services, digital transformation and reorientation to new target segments.

Thus, diversification of services involves expanding the range of services, which allows reducing dependence on traditional sources of income. Hotels that combine classic accommodation with coworking, shelter, and telemedicine or relocation service functions significantly increase their flexibility and ability to respond to market demands. Such practices allow not only to preserve jobs, but also to create added value in times of crisis.

Digital transformation is another key vector for strengthening economic security. Process automation, the introduction of online booking, CRM systems, digital platforms for interacting with customers, as well as elements of artificial intelligence in the field of personalized services – all this contributes to cost optimization, increased control over financial flows and increased customer loyalty. This is especially true in the context of a decrease in physical tourist flows and the transition to a hybrid service format.

In turn, reorientation to new target segments allows the hotel business to restore demand by rethinking its value proposition. In wartime conditions in Ukraine, such segments include internally displaced persons, relocated workers, volunteers, military personnel, as well as new types of tourists – sensitive to social and environmental hotel formats, digital nomads. Reorientation to these audiences involves not only adapting communications and services, but also shifting the marketing focus from entertainment to security and value.

Given the above, the main goal of hotel marketing is to strategically position the brand as socially responsible, resilient to shocks and rooted in the local context. Communications are aimed not only at retaining customers, but also at supporting the reputational stability of the business; creating an image of a safe space, even in areas close to combat operations; mobilization of trust of local communities, displaced persons, volunteers and international partners; countering information threats, fakes and demoralizing narratives. In this perspective, the marketing frontier appears as a key position in business security strategizing, where communications in the media and social space become a tool for survival, adaptation and transformation of hospitality entities in conditions of crisis (war risk).

Thus, the marketing frontier acquires the status of a system-forming component of the security policy of the hotel business entity, which is formed in response to the frontier environment, which is today determined by war. It encompasses both the external image of the company and the internal ethics of the brand, its crisis resistance. This requires the hotel management to have innovative competencies and models of non-standard – frontier thinking, which creates competitive advantages in the hotel services market. Thus, if the frontier is a zone of uncertainty, oppositions and new opportunities, then, accordingly, frontier thinking is a way to think outside the box, act despite turbulence and seek value in ambiguity.

To explain the essence of frontier thinking, let us compare it with other well-known types of thinking (*Table 3*).

Table 3

Contextualized comparative review of intellectual paradigms

Feature / Approach	Linear thinking	Analytical thinking	Design thinking	Frontier thinking
Focus	Sequence, cause and effect	Logic, facts, structure	Human-centered, empathy, ideation	Uncertainty, turbulence, hybridity
Goal	Rational decision	Optimal choice	Creating new solutions, user-oriented	Identifying opportunities in areas of conflict/uncertainty
Context of the situation / space	Static or predictable	Controlled, logically organized	Dynamic, socially oriented	Chaotic, crisis-oriented, conflict-oriented, or extreme
Tools	Algorithms, rules	Models, scenarios, deduction	Prototyping, storytelling, design sprints	Strategic intuition, paradoxical thinking, multidisciplinary
Type of decisions	Unambiguous, predictable	Rational, reasoned	Creative, adaptive	Innovative, transformative, nonlinear
Tolerance for uncertainty	Low	Average	High	Very high
Type of innovations	Incremental	Process improvement	Product/service innovations	Boundary-pushing, disruptive, sociocultural

Source: compiled by the authors based on (Slywotzky, 2004; Lorusso et al., 2021; Tkachenko & Plynokos, 2021; Bovsh et al., 2024).

As we can see, frontier thinking, unlike linear, intuitive and design thinking, demonstrates a unique ability to function in conditions of uncertainty, interdisciplinary nature and value polarization. It combines opposites: logic and imagination, stability and change, conflict and cooperation; works with challenges (when the problem does not have one correct solution); creates solutions in an unstable, "hybrid" environment where there are no clear boundaries or norms. As a method of cognitive adaptation, frontier thinking has certain advantages that should be developed in all participants in the hotel's management and service processes (within the framework of adaptive leadership):

- the ability to anticipate and act not only in conditions of uncertainty, but also in the border zones of risk, transformation, innovation;
- application of knowledge and skills of systemic, critical, ethical and empathetic understanding of changes;
- the ability to move from finding solutions to creating new thinking frameworks in which these solutions arise naturally.

If marketing in a crisis is transformed from a promotion tool to a means of ensuring sustainability, then the priority is not sales, but reputational capital, communication coherence and brand resonance in conditions of instability. Thus, marketing frontier thinking integrates the functions of risk management, adaptive positioning and trust building. It allows hotel management to identify its vulnerabilities, transforming them into development potentials through adaptation, openness and inclusion in socially significant situations.

Thus, the results of the theoretical analysis substantiate the hypothesis that frontier thinking as a management approach contributes to strengthening economic security through diversification of services, digital transformation and adaptation to new target segments. This creates the prerequisites for analyzing the risks of economic security of the hotel business in frontier conditions, which opens up opportunities to identify key factors of vulnerability of the hotel sector and outline the horizons of stabilization strategies.

2. Risks to the economic security of the hotel business in frontier conditions

Persistent crises in Ukraine (both local and global) form a multi-level frontier for the hotel business: a border space between established models of anti-crisis functioning and the reality of a full-scale war. New challenges force hoteliers to rethink risks not as isolated threats, but as systemic shifts that require strategic flexibility, adaptive leadership and rethinking the very foundations of economic security of the business in the conditions of the frontier environment.

Let us consider the typology of risks for hotel business entities, based on ISO 31000:2018 – Risk management (*Table 4*).

Table 4

A systematic overview of the risks to the economic security
of the hotel business in a frontier environment

Risk category	Manifestations in the frontier environment	Probability	Potential impact	Proposed response measures (according to ISO 31000)
Physical	Destruction of property, threat to the lives of guests and staff, shelling	High	Critical	Asset Transfer/Preservation, Insurance, Evacuation, Business Relocation
Financial	Loss of income, outflow of investments, devaluation		High	Reserve, Revenue Diversification, Cost Optimization
Human resources	Mobilization of employees, departure of staff abroad		Average	Rotational Models, Remote Work, Collaboration with Educational Institutions
Reputational	Decrease in trust from customers and partners	Average	High	Transparent Communication, Social Responsibility Strategy
Operational	Supply disruptions, operational failures, resource shortages	High	High	Backup supply channels, process digitization
Digital (cyber)	Attacks on digital systems, data leaks	Average	Average	Cyber protection, backup, staff training
Regulatory	Legislative changes, restrictions, tax instability			Legal audit, adaptive scenarios, regulatory monitoring
Demand / market risk	Decline in tourist traffic, loss of market segments	High	High	Changing target audiences, development of domestic tourism

Source: compiled by the authors based on (ISO.org, 2021; Mckinsey, 2023; Negi, 2024; Verezhomskaya et al., 2022; Bovsh, 2024).

As shown in *Table 4*, the system for ensuring the economic security of the hotel business in the context of the military frontier should cover all phases of risk management: identification, analysis, assessment, response and constant monitoring. At the same time, the escalation of challenges and prolonged military threats actualize the need for innovative and non-standard solutions. Today, hotel business entities operate not only in a geographically border environment (the buffer zone between Russia and the European Union), but also in the digital space, where the transformation of interaction with the state, consumers, partners, etc. is taking place. Given the complex security situation, it is advisable to analyze the territorial distribution of hotel economic activity in the context of the geographical frontier of Ukraine. We propose to interpret the geographical military frontier as a space with different levels of security conditions for doing business. Therefore, it is advisable to distinguish the following zones of the geographical frontier within the territory of Ukraine:

- zone of active hostilities (Donetsk, Luhansk, Kherson, partly Kharkiv, Zaporizhia and Mykolaiv regions) – territories that are directly subjected to shelling, occupation or are within the limits of a constant military threat. It is a security frontier where destruction, frequent attacks (including on hotel facilities), outflow of tourist traffic, temporary inability to open occur;
- buffer zone of the frontier (Zhytomyr, Rivne, Vinnytsia, Kirovohrad) – regions that are not covered by active hostilities, but have a high degree of risk due to proximity to the front, the presence of strategic facilities, active movement of IDPs or logistical chains;
- rear zone of the frontier (Cherkasy, Kyiv, Poltava) – regions of Central Ukraine, where relative security contributes to the continuation of hotel operations, but with reduced business activity and periodic air threats. Hotels are more focused on business tourism (mainly volunteer, charitable organizations, etc.);
- frontline zone of increased risk (Chernihiv, Sumy, partly Kharkiv, Dnipropetrovsk, Odesa) – regions bordering the aggressor country, the zone of hostilities, have critical security vulnerability and are often subject to missile attacks and offensives;
- frontier zone of mobility (Lviv, Ivano-Frankivsk, Zakarpattia, Ternopil, Chernivtsi, Volyn regions) – regions that have become the main hubs for internally displaced persons, relocated businesses and humanitarian aid. Increased hotel activity is recorded here, although there is a risk of infrastructure overload. Stable demand contributed to the formation of new demand models and hotel adaptation.

Let us consider the key performance indicators of hotels in the indicated areas (*Table 5*).

Table 5

Geographical dynamics of hotel occupancy and risk
in a frontier environment, 2022–2024

Frontier zone	Typical occupancy (2022–2024)	Typical ADR, UAH, (growth, %)	Key risks and trends
Frontier mobility zone	2022: 54–60% (Lviv, Bukovel); 2023–2024: 50–60%	4500–9 720 (+30%)	High demand, stable income, seasonal peaks
Frontier rear zone	2022: ≈22 %, 2023: 28–40% (Kyiv 5*); overall: within 34–38%	2 552–2 590 (+14–17%)	Unstable tourism business, short bookings, gradual recovery
Frontier zone of increased risk	Limited data circulation: from 15 to 48%	to 1369	Frequent shelling, instability, low demand, business relocation
Zone of active hostilities	Limited data circulation: 2022: 3–5%; after deoccupation: 2023: 15–20%;	—	Destruction, complete shutdown, slow recovery
Buffer zone of the frontier	2022–2023: ≈22%, 2024: +34% of average	2024: 2 177 (+9.5%)	Seasonality, uncertainty regarding the actions of belarus russia's ally)
Average for Ukraine	2023: 30% 2024: 42% 2025: 38 %	2023: 1987 2024: 2520 (+27%)	Gradual stabilization with regional disparities

Source: compiled by the authors based on (Bernthal, 2022; Ribas, 2023; Ribas, 2024, October 2; Komersant Ukrainian, 2025, April 2; Agroreview, 2025; Finway, 2025; UBN, 2025).

According to *Table 5*, the frontier mobility zone consistently demonstrates the highest level of demand for hotel services due to internally displaced persons (IDPs), relocation, humanitarian flows and domestic tourism. Accordingly, it is in this zone that the highest occupancy rate in Ukraine is recorded. Average occupancy values are observed in the rear zone. The front-line zone of increased risk is gradually restoring activity after de-occupation. In turn, occupancy rates in the buffer zone of the frontier demonstrated a noticeable increase in 2024, which indicates a relative stabilization of the operating environment of the hotel business and the effectiveness of adaptive management strategies in conditions of military risks. The zone of active hostilities almost does not function as a tourist segment: occupancy does not exceed 5%, and some facilities are completely destroyed.

Thus, there is a clear correlation between the type of frontier zone (security level) and hotel occupancy: the highest rates are observed in the mobile zone, medium rates in the rear zone, and the lowest rates in the frontline and active combat zones.

Thus, the data presented confirm the hypothesis that hotels in the mobile frontier zone (stable high occupancy) have a greater ability to transformative growth and economic sustainability, which reinforces the importance of frontier strategies for them.

In frontier conditions, the level of economic security should be assessed through financial indicators that reflect the ability of business to diversify services, digitalize, and reorient to new consumer segments. Statistical data confirm this trend: the duration of military threats and uncertainty about the escalation of the conflict led to a decrease in demand, deterioration of financial performance, and an increase in the number of unprofitable hotel establishments (*Figure 1*).

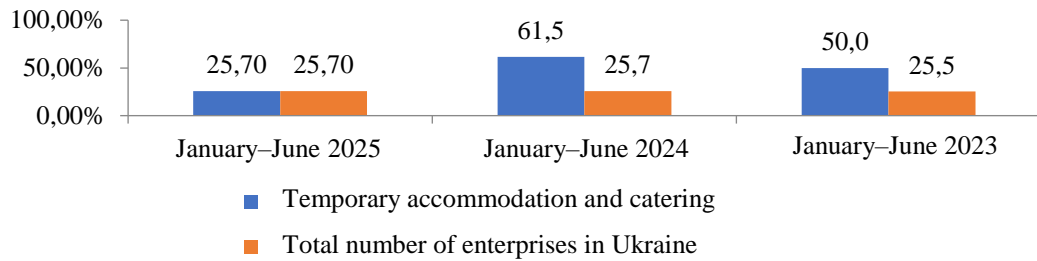


Figure 1. Share of unprofitable medium and large enterprises, as a percentage of the total number, 2023–2025

Source: compiled based on (State Statistics Service, 2025).

As shown in *Figure 1*, in 2025 there was a decrease in the share of unprofitable enterprises in the field of temporary accommodation and catering by 58.2 percentage points. At the same time, every third enterprise is on the verge of bankruptcy, which significantly undermines the economic stability of the hotel sector in the conditions of the frontier. At the same time, an increase in the total number of unprofitable enterprises is recorded in the country's economy: in 2025 compared to 2024 – by 4.3%, which indicates a deepening of the economic crisis. Therefore, to characterize the factors of vulnerability of the hotel sector in wartime, it is advisable to combine macroeconomic determinants, industry characteristics, consumer behavioral risks and internal management challenges (*Table 6*).

Table 6

Matrix of key vulnerability factors in Ukraine's hotel sector in a frontier environment

Group of factors	Specific vulnerabilities	Potential business implications	Indicators
Security	Risks of shelling, occupation, evacuation and mobilization	Hotel closures, asset losses, reduced demand	Damaged infrastructure, 84% of businesses affected
Economic	Inflation, decline in demand, controlled incomes	Stagnation, bankruptcy of small hotel establishments	RevPAR decline, HoReCa loss-making increased by 11.5% in 2024; occupancy rate of the room stock averages 25–45% (pre-crisis – 60–80%)
Financial	Increased share of loss-making businesses, deficit of reserves	Risk of closure, lack of investment	Banks have reduced lending to the HoReCa sector, 70% of investments are paused or stopped

End of Table 6

Group of factors	Specific vulnerabilities	Potential business implications	Indicators
Logistics / infrastructure	Supply disruptions, damaged logistics, power outages	Reduced service quality, increased costs	Modernization of checkpoints, generator solutions
Human resources	Attrition, mobilization, emigration, burnout	Shortage of qualified personnel, reduced service quality	On average, up to 30% of personnel went abroad or were mobilized; staff turnover increased by 40%
Reputational / marketing	Declining trust, negative perceptions of regional security	Consumer losses, SEO/ranking deterioration	Changing consumer demand (85% domestic tourism; 66% outbound), priority for safety (75% – availability of shelters; 64% – emergency supplies; 62% – emergency communication systems)
Regulatory and legal	Unstable taxation, inspections, changing norms	Increasing administrative burden	Need for compliance control, lack of coordinated BHR approaches (business and human rights)

Source: compiled from (WBG, 2023; UNN, 2024? 5, June; Ribas Hotels Group, 2024; UNDP, 2024; UN, 2024; Bovsh, 2024; USAID, n. d; State Statistics Service, 2025).

Thus, the security situation in the hotel business has stabilized due to adaptation to the realities of war. However, it is worth being prepared for the evolution of challenges, because the economic situation in the country has the prerequisites for a deepening crisis. Therefore, effective management of the economic security of hotels in a frontier environment requires a rethinking of risk management models with an emphasis on adaptability, resilience, and a value-oriented strategy.

3. Frontier strategies for hotel marketing activities in wartime

The hotel business, operating in different zones of the geographical frontier, not only provides services, but also performs the role of a communicator of meanings, a space of security, a volunteer center or even a place of memory. However, the specificity of marketing activities cannot be determined purely by geographical location. After all, in conditions of full-scale war, the key analytical focus should be the interaction of three variables:

- risk levels (military frontiers);
- consumer typology;
- strategic role of the brand in the community (territorial and digital).

This interaction forms mosaic logic of frontier marketing, when the same hotel in the rear zone can work with completely different target audiences – from internally displaced persons to foreign media and public organizations. At the same time, a hotel in a front-line city can be a hub for volunteers, as well as use value-patriotic (social resistance) brand positioning to communicate with a global audience. However, some Ukrainian hotel brands operate in several frontier zones, which should also be taken into account in forming the conceptual framework of the typology of marketing frontier strategies of hotel business entities (*Table 7*).

Table 7

Case structure of marketing positioning of Ukrainian hotels in wartime

Frontier zone	Target audience	Marketing strategy	Key marketing actions	Signs of frontier leadership	Examples of hotel brands
Zone of active hostilities	Volunteers, military, international humanitarian missions	Socially oriented services, partnership with non-governmental organizations	Minimalistic service, security, logistical support, special rates	Support for defense and volunteer initiatives, discounts for humanitarian organizations	Ribas Hotels Group (Хепсон); Optima Hotels & Resorts (Zaporizhia, Mykolaiv)
Frontline zone of increased risk	Local residents, business tourists, diplomats, journalists, relocated businesses	Flexible marketing, anti-crisis communications, digitalization of services	Communication about sustainability, ensuring autonomy (generators, shelters), flexible booking and accommodation conditions, constant updating of security information, situational marketing through social media	Use of security technologies (bomb shelters, generators), active media communications	Premier Hotels and Resorts (Sumy; Kharkiv, Odesa); Ribas Hotels Group (Odesa, Odesa region); Optima Hotels & Resorts (Dnipro, Kryvyi Rih, Chernihiv, Sumy, Odesa, Chornomorsk)
Buffer zone of the frontier	Family tourists, transit travelers, IDPs	Operational flexibility, tailoring to the needs of local communities	Long-term contracts, special rates, space for logistics	Rapid transformation of services (long-term accommodation, evacuation packages)	Premier Hotels and Resorts (Olexandria); Optima Hotels & Resorts (Vinnytsia, Rivne Zhytomyr, Kropyvnytskyi)
Rear zone of the frontier	Domestic tourists, relocated companies	Package offers for businesses and families	Long-stay offers, psychological support, family packages, social and eco-initiatives	Creation of safe co-working zones, corporate programs, social integration, loyalty programs for IDPs/veterans	Premier Hotels and Resorts (Kyiv); Ribas Hotels Group (Bila Tserkva); Optima Hotels & Resorts (Kyiv, Poltava, Cherkasy; Cherkasy region)
Frontier mobility zone	Ukrainians in need of emotional recovery, domestic tourism, foreigners with empathy, Ukrainian diaspora, evacuees	Emotional branding, cultural and gastrotourism	Emotional recovery marketing, well-being strategies, stories of human endurance, positioning through care, patriotic Tone-of-Voice, cultural events, partnerships with museums/communities, ethical storytelling	Development of cultural programs, support of Ukrainian identity, work with traumatic and post-traumatic situations, rehabilitation	Premier Hotels and Resorts (Lviv; Pochaiv; Polyanytsia (Bukovel); Ribas Hotels Group (Luts'k, Bukovel); Optima Hotels & Resorts (Ivano-Frankivsk, Zakarpattia, Lviv, Pochaiv, Ternopil, Truskavets; Uzhhorod, Khmelnytskyi region; Khmelnytskyi, Chernivtsi)

Source: compiled from (Andrenko & Shestirko, 2022; Optima Hotels & Resorts, n. d.; Premier Hotels and Resorts, n. d.; Ribas Hotels, n. d.).

This stimulates a unique combination of consumer behavioral patterns, emotional expectations, value triggers and reputational risks, which require the hotel brand to have strategic flexibility and a clear social identity. In particular, the matrix logic of frontier marketing is applied, which is based not only on the geographical area of the hotel, but also on the following patterns:

- type of consumer (local, immigrant, military, volunteer, foreigner, journalist, tourist, digital nomad, etc.);
- consumer motivation (evacuation, work, assistance, research, adventure tourism, family visit, etc.);
- geographic frontier zone;
- brand role model (shelter, back office, social front, diplomatic channel, symbol of resilience, etc.).

Therefore, marketing in military frontiers will focus on different segments of consumers and their behavioral models. The typology of positioning scenarios allows us to identify the multi-vector nature of hotel marketing strategies in military frontiers: from social initiatives and resilience to social partnership and emotional diplomacy. This approach reveals the potential of the brand not only as a commercial unit, but also as a subject of frontier influence with a deep ethical message.

We propose for consideration an algorithm for building a frontier strategy (*Figure 2*).

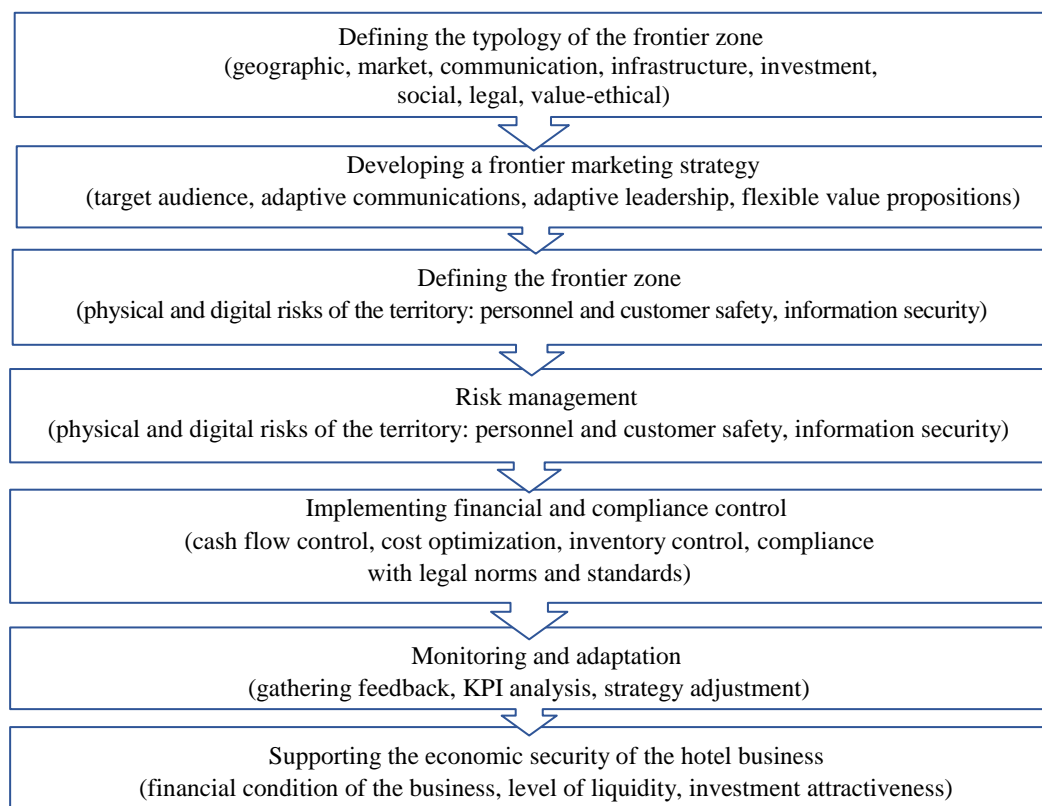


Figure 2. Formation of a frontier strategy for a hotel business entity

Source: compiled by the authors.

As the analysis shows, the formation of a frontier strategy goes through the stages of constant risk monitoring, innovation implementation, situation control, marketing communications, adaptive leadership and support for the economic security of the hotel business. A key element of such a strategy is adaptive communications. Given the digital transformation of interactions that began during the coronavirus pandemic (2019–2023) and continues with the integration of artificial intelligence, the strategic tasks are the choice of communication and sales channels, content creation, as well as the adaptability of the brand book and pages on social networks. In frontier zones, where information tension and instability of consumer behavior are the norm, communications must be personalized, empathetic, omnichannel, optimized with the use of AI and narrative. Such a communication model allows the hotel brand to maintain trust, ensure resilience and turn the crisis into a space for meaningful interaction with the guest.

Based on the analysis, the results confirm the hypothesis that hotels that practice adaptive management with elements of frontier leadership and agile marketing have a greater ability for transformational growth, long-term position retention, and resilience to market shocks.

4. The adaptive marketing model as a security tool within the frontier

Crises are always accompanied by negative expectations associated with uncertainty, threats to physical, economic and information security. Accordingly, hotels, like all economic entities, are forced not only to survive, but also to transform. It is in such conditions that the marketing frontier takes on a new role – not just as a risk zone or an expansion of the boundaries of development, but as a system of adaptive counteraction to threats and a source of innovative sustainability and investment attractiveness. Therefore, marketing within the frontier is, first of all, a strategic tool for ensuring the economic security of a business entity. Its key features are adaptability, speed of response, ethics, dynamic balancing between the local context and global trends.

For the effective implementation of the marketing frontier, a phased structuring is necessary: determining the levels of influence, tools and procedures for adaptation. The marketing frontier can be implemented at three key levels of influence: strategic, operational and communication. Each of them involves the use of specific tools that allow you to maintain or restore business stability in challenging conditions (*Table 8*).

Table 8

Levels and tools for implementing the marketing frontier

Level	Key tasks	Implementation tools
Strategic	Forming a security marketing vision, assessing risks, building action scenarios	SWOT+R analysis (risks)
		PESTEL-frontier matrix
		Stakeholder map
		Anti-crisis brand manifesto
Operational	Flexibility in sales, service, procurement, and communication processes	Adaptive brand plan
		Cross-functional teams
		Flexible pricing
		CRM with elements of situational response

End of Table 8

Level	Key tasks	Implementation tools
Communication	Building relevant, secure, and ethical dialogue with customers, partners, and the community	Omnichannel strategy taking into account the "frontier profile" of the audience
		Anti-crisis content
		Chat bots and quick response systems
		Social messages of trust (safe storytelling), etc.

Source: compiled by the authors based on (Boiko et al., 2022; Sokol, 2022; Bovsh et al., 2024; Sotiriadis & Shen, 2025; Ameen & Tarba, 2025).

An important component of this process is an adaptive brand plan, which serves as an operational map of actions in conditions of risk, socio-economic/reputational stress, and environmental changes (*Figure 3*).

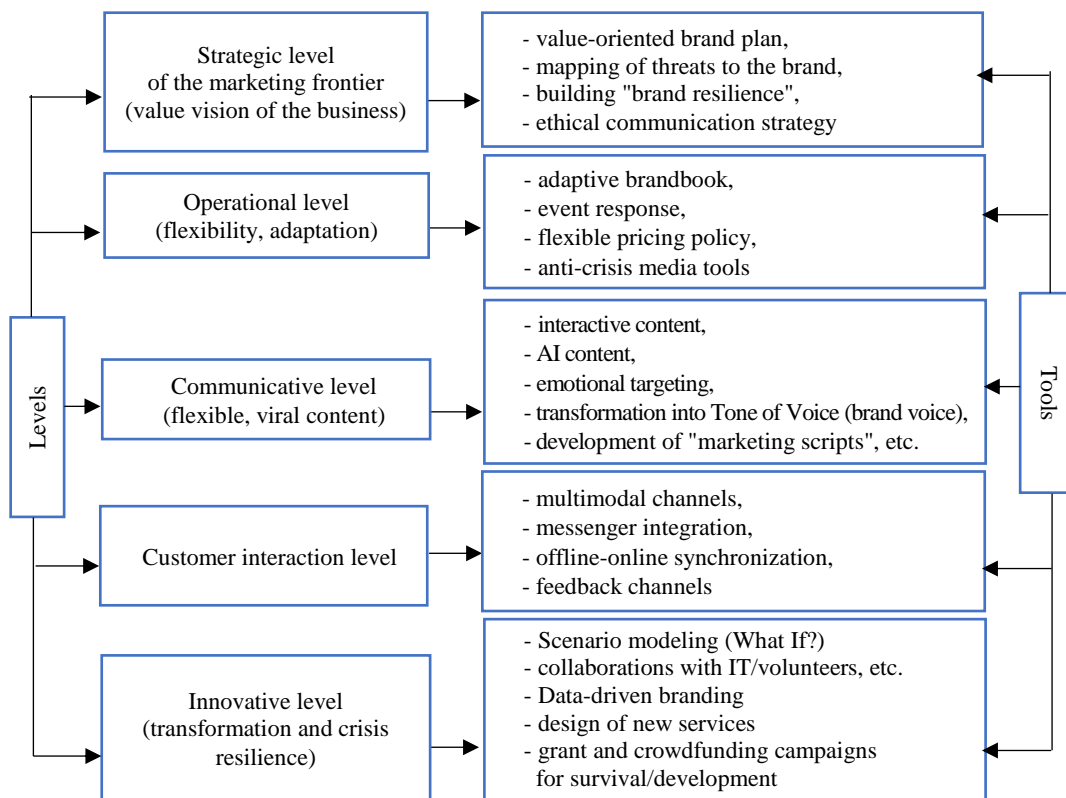


Figure 3. Three-level model of the marketing frontier as a tool for the economic security of a hotel (adaptive brand plan) of a hotel business entity

Source: compiled by the authors.

The flowchart presented in *Figure 3* demonstrates three levels of implementation of the marketing frontier: strategic, operational, and innovative. Each of them includes adaptive brand planning tools that ensure the safety, flexibility, and resilience of the hotel in times of crisis. The level of strategic vision and value communication forms and transmits brand meanings relevant in times of war; is aimed at strengthening trust, solidarity,

and an emotional connection with the target audience. The level of operational flexibility ensures the adaptation of business processes and marketing actions to environmental changes; includes flexible pricing, crisis distribution channels, and localized offers.

In turn, the level of innovative transformation focuses on the implementation of digital solutions, new service models, and technologies that allow the brand to remain competitive and survive in an unstable environment.

Given the level of adaptation to external risks, the depth of digital integration, client involvement in value communication, as well as the innovativeness of actions and solutions, we propose to determine the types of marketing frontier strategies in times of crisis (*Table 9*).

Table 9

Typology of frontier hotel marketing strategies in times of crisis

Strategy Type	Characteristics	Key tools	Application areas
Defensive	Aims at preserving customer base and reputation in the face of risk	Anti-crisis SMM, limited communication, reputation monitoring	Beginning of the crisis, sharp drop in demand, threat to image
Adaptive	Provides flexible restructuring of communications and offers	Adaptive brand plan, multi-channel presence, anti-crisis targeting	Transitional phases of instability, demand fluctuations
Solidarity (collaborative)	Forms a sense of unity with customers, local community or country	Socially-oriented content, support for eco or social initiatives, grants, state aid, joint projects/financing, etc.	Deep phase of crisis, preferential lending, investment attraction, volunteering
Frontier-innovative	Aims at transforming crisis into an opportunity for innovative breakthrough	Implementation of AI, new service formats (online tours, NFT bonuses), guest UX design, etc.	Long-term adaptation to a new reality, business model transformation
Provocative and creative	Built on bold, non-standard communication in response to challenges	Topical campaigns, informational "strikes" against negativity, meme marketing	When there is a risk of "falling out" of the infospace or you need to return attention

Source: compiled by the authors.

These types are not mutually exclusive – on the contrary, a hotel can implement a hybrid strategy, moving from defensive to provocative-creative in the process of responding to changes and deepening or weakening the crisis. The choice of type depends on the resource, context and strategic vision of the owner.

At the same time, it is worth considering the peculiarities of a military crisis. In wartime, hotels located within or near frontier zones are forced to adapt marketing strategies not only to market changes, but also to the constant threat to their own and guests' security. Based on the analysis of adaptive marketing practices, elements of crisis management and marketing flexibility, it is proposed to distinguish four types of frontier strategies (*Table 10*).

Table 10

Typology of marketing frontier strategies for hotels in wartime conditions

Type	Characteristics	Proposed tools
Survival strategy	Focused on maintaining operational activities and minimizing risks	Crisis offers, reduction of promotion channels, shifting emphasis from sales to loyalty support
Adaptive response strategy	Built on flexible and rapid response to changing conditions (curfews, shutdowns, target audience relocation)	Geo-targeting, content customization, adaptation of services to humanitarian requests
Emotional consolidation strategy	Aimed at strengthening the emotional connection of the brand with the audience through patriotic, value-based, socially responsible messages	Crowdfunding, support for the Armed Forces of Ukraine, brand communications through stories and personal narratives
Transformation strategy	Focused on innovative change in offer and service, including digital transformation, new partnerships	Product modification (coworking in the hotel), implementation of artificial intelligence, digital twins, partnership programs with creative industries

Source: compiled by the authors based on (Singh et al., 2023; Sokol, 2022).

The considered strategies can be applied both sequentially and in combination, depending on the threat phase: in the escalation phase, survival and adaptation become priorities, in the stabilization phase, the hotel brand consolidation strategy, in the recovery phase, the emphasis shifts to transformation. In particular, the proposed tool in the transformation strategy is the creation of digital twins (virtual services, AR/VR room formats), which allows maintaining loyalty and attracting potential guests to the hotel.

The conceptual basis for the implementation of a certain frontier strategy is adaptive shifts in marketing, operational, service, and personnel practices aimed at survival and breakthrough. At the same time, various frontier solutions will form new opportunities that arise on the verge of crisis and transformation (*Figure 4*).

Level 1. Crisis phases (local, systemic, multi-crisis)		
Escalation (stability, asset preservation)	Turbulence (change of operations)	Exit/Window of opportunity (process/business transformation)
Level 2. Levels of marketing crisis management		
Strategic (vision, brand, values)	Tactical (products, channels, personnel)	Operational (processes, interaction, resources)
Level 3. Types of frontier decisions (proactive response)		
- adaptive;	- security;	- optimization;
- innovative;	- communication;	- diversification;
- environmental;	- social	
Level 4: Operational flexibility and technological innovation		
- flexible planning;	- cross-functionality;	- process automation;
- process restructuring;	- adaptability in uncertainty;	- open communication

Figure 4. Analytical model of the frontier of anti-crisis management of a hotel business entity

Source: compiled by the authors.

In the marketing anti-crisis management system, Level 1 is basic, where the crisis phase and the main goals of the hotel business entity in counteracting its negative impact are determined. Level 2 demonstrates the levels of crisis management and what goals and resources are involved. Level 3 focuses on specific frontier solutions, and level 4 involves activating business processes that ensure restructuring in the face of change.

Thus, in wartime conditions, the marketing frontier appears not only as a concept of flexible response, but also as a holistic strategy for ensuring the economic security of the hotel business. It includes variations of the prospective behavior of hotel business entities in the iterative conditions of the frontier environment: from local to systemic or multi-crisis, from competitive struggle in the digital space to military resistance to aggression in Ukraine. In any case, adaptive marketing in the frontier conditions, based on value communication, trust and innovation, allows not only to maintain positions in the market, but also to become an element of sustainable recovery. Therefore, the marketing frontier is not only about defense, but also about proactive leadership, based on security, flexibility and the future of hotel brand development.

Given the analysis conducted, the hypothesis that the use of a frontier approach in hotel marketing management transforms the model of its economic security in the direction of proactive response, technological innovation, and market adaptability is confirmed.

Conclusions

Hotel marketing in wartime conditions reveals increasingly pronounced features of frontier thinking – a strategic vision based on the willingness to act in a situation of increased uncertainty, limited resources and a critical demand for trust. This approach requires studying the specifics of the transition from classical competitive models to value-oriented positioning that takes into account the social, emotional and security expectations of guests. The research elaborated the terminology, in particular the concepts of "frontier", "frontier thinking", "marketing frontier thinking", which differs from the established understanding of the categories by focusing on new opportunities that arise on the verge of crisis and transformation. Adaptive shifts in marketing, operational, service, and personnel practices of hotel business entities in frontier conditions are aimed at survival and breakthrough. Frontier leadership also gains special importance such as the ability of hotels not only to maintain operational stability, but also to set new standards of service, communication, volunteer and social interaction in turbulent conditions.

The conducted research allowed forming the concept of the marketing frontier as a tool for the economic security of the hotel business in war conditions, which is based on the integration of adaptive management, flexible marketing and elements of frontier thinking. The proposed model of the frontier strategy allows us to consider economic security not only as the ability to survive

in conditions of risk, but also as an opportunity for proactive transformation, innovative development and sustainable positioning in the market.

The general theoretical contribution is the combination of approaches to anti-crisis marketing, the theory of strategic flexibility, design thinking and security logic, which made it possible to substantiate a new management paradigm – frontier thinking in the hotel business. It is considered as a mental and organizational framework that orients the hotel business to rethink the role of marketing in conditions of high turbulence. Thus, it is proven that the application of the logic of frontier thinking contributes to increasing the level of economic security of hotels through diversification, digitalization and reorientation to new segments.

The typology of frontiers proposed by the authors made it possible to outline the analytical framework, where problem areas (military actions, level of competition, social and ethical aspects, etc.) and business development opportunities (adaptation, transformation) are identified. It is noted that Russia's military aggression against Ukraine transformed the geography of security, which directly affected the territorial distribution of tourist activity, the availability of logistics and the level of economic stability in different regions. It is in this context that the approach to frontier zoning of the territory is updated – the division of regions by the degree of proximity to the combat zone and the impact of military risks. From the point of view of hospitality entities, such zoning determines not only the nature of risks, but also the directions of marketing adaptation. In accordance with the logic of the study, the main aspects of frontier strategies, in particular marketing frontier strategies used by hotel business entities, are analyzed. It was found that the key to overcoming crises is to establish communications in the online and offline environment with consumers, partners, local communities and society as a whole. The content of the brand book and pages on social networks, as well as direct communications (contacting and processing feedback) should focus on ensuring reputational security and maintaining loyalty. This contributes to the activation of reservations and sales of hotel rooms and services. Thus, the hypothesis that the use of a frontier approach in marketing management allows focusing the economic security of hotels on a dynamic response to risks, technological innovation and adaptation to changed market conditions is proven.

According to the results of the analysis of the case structure of the marketing positioning of Ukrainian hotels in the realities of wartime, it is noted that the main problems are the physical safety of guests and staff, the hotel facility. Therefore, for a hotel brand located in a certain area of the geographical frontier, it is worth demonstrating its image in accordance with the location: rest/rehabilitation or shelter, a point of invincibility.

The effectiveness and feasibility of implementing anti-crisis measures is confirmed by the results of research on the security situation in the country

and on the hospitality market. The stabilization of the economic situation that has developed as a result of business adaptation to war has been established.

The authors considered the levels and tools for implementing the marketing frontier, on the basis of which an analytical model of the frontier of anti-crisis management of the hotel business entity was built. It is proven that hotels that implement adaptive management with elements of frontier leadership and flexible marketing demonstrate a higher ability for transformational growth and long-term sustainability.

Thus, the aim of the research is to develop a conceptual framework for the application of frontier thinking in the hotel marketing management system as a tool for ensuring economic security during wartime has been fully achieved.

The systematization of risks in the context of the frontier environment allowed us to formulate the following analytical conclusions:

- the frontier nature of the environment determines the multi-level nature of risks, which simultaneously concern finances, reputation, operational activities, personnel and even digital security;
- traditional risk management strategies are insufficient in the frontier environment. It is necessary to expand the toolkit through the implementation of scenario analysis, adaptive planning, dynamic budgeting and psycho-emotional support for personnel;
- the reputational component of the economic security of hotels is becoming critical, as customers increasingly evaluate not only the quality of services, but also the social position of the brand during a crisis;
- the importance of digital risks is growing: the vulnerability of IT infrastructure, cyberattacks and personal data leaks are becoming relevant even for medium and small hotel enterprises that previously underestimated this threat;
- regulatory turbulence creates a high level of legal uncertainty. Frequent changes in tax benefits, security requirements, or evacuations can lead to unforeseen costs;
- the investment attractiveness of the hotel business in the risk zone is decreasing, but entities that demonstrate crisis resistance have a chance to become new market leaders after the end of the war.

In general, the proposed research does not only actualize the problem of economic security in the hotel sector, but also opens a new direction of anti-crisis marketing management that meets the challenges of modernity. This approach combines the principles of adaptive marketing (response to constant changes in the environment); crisis brand communication; local identity and territorial marketing; ethics of solidarity in media communication. Accordingly, further scientific research can be aimed at quantitatively verifying the proposed models, their adaptation to various crisis scenarios, scaling in other sectors of the economy, as well as studying the psychological dimension of frontier leadership and developing digital indicators of frontier resilience for monitoring economic security in real time.

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