

ність альтернативних напрямків, інноваційні технології та активне залучення місцевих громад дозволяють забезпечити баланс між потребами відвідувачів та захистом культурної спадщини. Ефективне управління туризмом є ключовим для того, щоб історичні та природні скарби були доступні для майбутніх поколінь без втрати їх унікальної цінності або їх самих.

Література

1. Як столиці Європи намагаються обмежити надмірний потік туристів? URL: <https://hmarochos.kiev.ua/2023/08/11/yak-stolyczi-yevropy-namagayutsya-obmezhyty-nadmirnyj-potik-turystiv/>
2. Аналіз туристичного сектора розвинених країн світу. URL: https://tourlib.net/statti_ukr/lebedjeva.htm

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TRANSFORMATION OF UKRAINE'S RESTAURANT INDUSTRY AMIDST CRISES

Problem statement. Despite the hostilities, the restaurant business is actively developing and recovering. It has demonstrated high flexibility and extreme adaptability as well as the birth of new formats and forms, changes in taste preferences and clientele. Practitioners and scholars are raising questions about the post-war revival and development of the restaurant business in various aspects of its functioning: formation of new brand and core values, increasing the role of innovative and digital technologies, promotion of healthy eating, opportunities for gastronomic tourism as an aspect of Ukraine's attractiveness, etc. The issues of the reputation impact on the safety of restaurant business have also been touched upon.

Research results. It should be noted that in the pre-war times, the restaurant business in Ukraine has been growing steadily, demonstrating competitive advantages and good profitability. A significant number of establishments earned a reputation of reliable and socially responsible businesses. During the period of quarantine restrictions, the restaurants introduced a large number of innovations thus ensuring safety for consumers and employees, among which there were: takeaway orders and home deliveries from the third-party companies, development of drive-through systems, improvements for packaging of the ready-to-eat meals in order to maintain the best possible sanitary standards and preservation of the taste characteristics, as well as the use of contactless and mobile payment methods, a mandatory electronic menu available via QR code, the possibility of online orders and online payments and the creation of special applications, inevitable expansion of presence in social networks and messengers, which allows to maintain a high level of contact with the existing and potential clients, quickly and flexibly respond to all the emerging conflict situations which is crucial for many businesses' survival. Thus, 40% of restaurant industry entrepreneurs (in all segments from luxury restaurants to cafes and cafeterias) confirmed the addition of technological solutions to their business [1].

The same potency and resilience the restaurant business demonstrates at the time of

hostilities. In general, the constant shelling of civilian infrastructure and power outages did not cause massive closure of restaurants (excluding occupied territories and those in the epicentre of war), but did affect their revenue. In 2022 – 2023 the decline was up to 15%, depending on the restaurant's location.

According to Forbes Ukraine [2], the number of food establishments and their revenues are growing. Despite the challenges of the war, in 2023 the number of restaurant businesses of different levels and organisation forms increased by 70% compared to the previous year's figures – from 8059 to 13 721; and in the first quarter of 2024 7,617 restaurants were opened which is 3% more than in the same period of 2023. In February-April, the number of visitors to restaurants of different formats was growing, but in June it dropped because of economic uncertainty and increased mobilisation. However, the overall figure for the first half of the year was positive: +2% for the first six months of 2024.

At the same time the average check of restaurants grew by 13% to UAH 148 in the first half of 2024, and revenue on average added 16% compared to the same period last year. Restaurateurs are forced to increase prices due to the significant increase in utility costs, staff salaries and backup power supply, such as generators and fuel. Currently, restaurateurs are looking for solutions to optimise costs by re-equipping their kitchens and attracting suppliers with semi-finished products.

The incredible ability of the Ukrainian restaurant industry to adapt to threats should be specially emphasized. The winter of 2022–2023 presented a formidable challenge for the entire nation, as frequent power outages transformed restaurants of various formats into true resilience hubs for thousands of Ukrainians. These establishments provided essential services, such as free Wi-Fi access, charging stations for phones and other devices, workspace, warmth, and emotional support during difficult times.

Particularly advantageous were establishments located in basements or semi-basements, which could continue operations even during large-scale air raid alerts. These venues not only offered food services but also served as shelters for visitors. Consequently, restaurants that embraced this role gained a significant reputational advantage and fostered enduring loyalty among their patrons.

Conclusions. The restaurant business in Ukraine has demonstrated remarkable resilience and adaptability, even in the face of unprecedented challenges such as war and economic instability. From embracing innovative technologies and digital solutions to rethinking operational strategies and cost optimization, the industry continues to evolve and find ways to thrive. The sector's growth in both the number of establishments and revenues highlights its significance as a dynamic part of the economy, capable of responding swiftly to changing circumstances.

Looking ahead, the focus on enhancing brand values, integrating sustainable and health-conscious practices, and exploring opportunities such as gastronomic tourism will likely play a critical role in shaping the industry's post-war trajectory. While challenges persist, the demonstrated flexibility and commitment to innovation signal a promising future for the restaurant business in Ukraine as a resilient and transformative sector.

References

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THE INFLUENCE OF MOTIVATIONAL POLICY ON THE PRODUCTIVITY OF TOURISM ENTERPRISES EMPLOYEES

Problem statement. The current market for travel services in Ukraine is undergoing intensive development, accompanied by an increase in competition among companies in the industry. Constant changes in consumer preferences and the need to adapt to new economic conditions put human resources management at the forefront of the factors that determine a company's success. One of the key aspects of this process is an effective labor motivation system that directly affects employee productivity, the quality of customer service, and the ability of the company to maintain its competitiveness in the market. Building an effective incentive system requires taking into account both tangible and intangible needs of the staff, which contributes to creating a positive corporate culture, increasing employee engagement and ensuring sustainable business development.

Research results. In today's tourism business environment, there is a growing need to increase employee productivity, as their professionalism, interest, and engagement directly affect the quality of services provided, customer satisfaction, and the competitiveness of enterprises. In particular, in an unstable market and economic challenges caused by military operations or other crises, the role of motivational policy becomes critical. Motivational policy not only helps to create a positive microclimate in the team, but also helps to minimize staff turnover, increase staff efficiency and create conditions for professional growth. For tourism enterprises operating in specific conditions, proper staff motivation becomes the key to high quality services, in particular when working with clients who need to recover from stress. Thus, the study of the impact of motivational policy on employee productivity and economic efficiency of tourism enterprises is relevant and strategically important for ensuring competitiveness in the industry, especially in the post-crisis period.

Motivation is the driving force of any business, a set of measures aimed at encouraging employees to achieve both personal and organisational goals. An effective motivation system is the key to the company's success, as it encourages employees to make every effort to achieve the overall results. To achieve this, it is necessary to create a unified motivational system that covers all levels of a tourism enterprise management and ensures interaction between all departments. The main goal of such a system is to make the most efficient use of human potential, which will increase the company's productivity and profitability, as well as ensure its sustainable development [1].

Labour incentives involve influencing labour behaviour by creating conditions that are meaningful to the employee. This allows, on the one hand, to ensure that the needs and aspirations of employees are met, and, on the other hand, to stimulate the labour behaviour that is necessary to achieve the company's goals. Thus, labour incentives are a kind of 'exchange'