

Infrastructure improvement must include transport access, accommodation services and the establishment of basic services to create a framework to support tourism activity in the region. Finally, the establishment of digital systems to support and provide information on the Azov Sea region will also be critical to attracting visitors and developing a positive image of the region.

Reconstructing Ukraine's tourism in de-occupied areas is complex but vital, requiring a strategic, integrated approach. It involves rebuilding assets, ensuring safety, innovating, and adapting to new tourist expectations. Survey results show security, sustainability, and trust drive tourism recovery. Addressing these can help Ukraine turn war-affected regions into competitive, resilient destinations.

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TRANSFORMATION OF MARKETING STRATEGIES IN THE HOSPITALITY INDUSTRY DURING THE WAR IN UKRAINE

Political and economic instability caused by the war creates additional challenges for the hotel and restaurant industry. Therefore, adaptation to new conditions and ensuring the financial sustainability of temporary accommodation and catering establishments are becoming urgent needs for representatives of this sector of the economy. In addition, the loss of tourist flows due to active hostilities in the east of

the country results in a significant decrease in sales volumes and substantial financial losses, and may threaten the operations of some enterprises [1]. Thus, the problem of the war's impact on the hotel and restaurant sector is relevant and requires special attention from enterprises in this sector and adaptation to changing environmental conditions. Due to the war, many contracts were disrupted, forcing hotels to seek new, reliable partners [2, p.63]. To survive during the war, hotels and restaurants can use various business development strategies, such as increased security measures and repurposing. Since the consumer segment is changing (immigrants, volunteers, representatives of international organizations, mass media), hotels are forced to adapt their services to these groups, research consumer needs, and adjust pricing policies, brands, and other aspects. Such strategies include implementing innovations such as automated hotel management systems to save costs, as well as digital technologies (mobile applications, QR codes, Big Data, virtual tours, artificial intelligence, intelligent robots, the Internet of Things, etc.).

The next strategy is creating a good website. The hotel's website provides all the necessary information to consumers and serves as a direct sales channel for services, so great attention should be paid to its quality.

Marketing in new conditions means working more with digital marketing tools (e-mail marketing, advertising on Facebook and Instagram, remarketing, etc.).

The Zaporizhzhia hotel market is represented by both chain hotels and private apart-hotels, which are geared towards business travel and internal migration.

The hotel sector includes large facilities such as Khortitsa Palace, Intourist Hotel, and Optima hotels, including Optima Zaporizhzhia, which continue to operate in the city. Modern hotels offer conference rooms, Wi-Fi, buffet breakfasts, and, critically important in 2026, equipped shelters. The restaurant industry is transforming towards personalization and digitalization. It includes technological integration, such as AI-driven dynamic pricing, order automation, and active promotion through social networks by leading establishments. Gastronomic trends are toward craft products, healthy food, open kitchens, and the use of local farm products, which remain relevant. Due to rising prices and logistical challenges, restaurateurs are updating their menus

more frequently and switching to working with local suppliers. In 2026, the hotel and restaurant business in Zaporizhzhia operates in a mode of ‘adaptive sustainability,’ where safety and autonomy have become the foundation of service. The main aspects of its functioning include: shelter, emergency protocols, and establishments with clear instructions for evacuating guests. Many restaurants offer a ‘cook and pack to go’ service if a meal is interrupted by a siren. Energy and resource autonomy, powerful generators, and Starlink systems are switching to working with local farmers in the Zaporizhzhia region to minimize the risk of supply disruptions. Moreover, the target audience has changed: instead of tourists, hotels' main clients are representatives of international organizations, journalists, volunteers, and military personnel on leave.

Many international organizations have strict internal security rules that allow their employees to stay only in hotels that have been inspected for compliance with shelter standards. The industry's continued success depends on companies' ability to adapt to new realities. The implementation of innovative solutions to ensure safety, comfort, and an individual approach to each client is extremely important.

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