

UDC 640.4-043.86:005.334-027.511"363"
DOI: 10.31866/2616-7468.8.1.2025.334835

FORMATION OF THE CONCEPT OF DEVELOPMENT AND MODERNISATION OF COMPETITIVE HOTEL AND RESTAURANT ESTABLISHMENTS IN CONDITIONS OF GLOBAL THREATS

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Topicality. The relevance of the selected study grounds on the fact that recent global events such as the armed aggression of the Russian Federation against Ukraine in 2022 and the COVID-19 pandemic have made significant changes to the usual rhythm of life of everyone, regardless of the country of residence. These circumstances form the basis for studying and analysing the development of hotel and restaurant establishments in the face of global threats with the further aim of creating a comprehensive system of sustainable development, which, in turn, will become an important direction in ensuring the national economy's development. **The aim and methods.** The aim of the study is to analyse the current situation in the formation of the concept of development and modernisation of competitive hotel and restaurant establishments in the face of global threats. The research methods are based on the analysis of specialised literature on the research problem, covering the basics of the Concept of Development, generalisation and synthesis of the studied material for further work on the problem, data collection and statistical groupings, mathematical calculations, construction of graphic materials, application of economic research methods, systematisation of the obtained material, implementation of research and experimental work. **Results.** The article studies the activities of the hotel and restaurant industry in constrained conditions based on domestic and foreign experience; describes the concepts of development of the service sector from classical interpretations to modern challenges; describes the organisation of the hotel and restaurant business based on the fundamental principles of the military sphere, and forms a concept of development and modernisation of competitive hotel and restaurant establishments in the context of global threats. **Conclusions and discussion.** The scientific novelty of the article grounds on the development of scientific and practical recommendations aimed at ensuring the sustainable development of hotel and restaurant establishments in the context of global threats. The practical significance lies in the fact that the scientific and practical provisions of this research can be implemented in the hospitality industry in order to increase resilience in the face of global threats.

Keywords: development concept, reform, crisis conditions, global threats, hotel and restaurant business, military catering.

Introduction

The problem formulation. The hospitality sector plays an important role in the process of sustainable development, as it contributes to the strengthening of the economic diversification of countries' incomes. There is every reason to believe that the war and the epidemic have become a catalyst for significant structural changes in the hotel and restaurant industry, demonstrating adaptability to external influences, and fierce competition for the consumer has made it possible to obtain the information necessary to solve the problems of growth and increase the load, motivating hotel and restaurant enterprises to improve and develop to more fully meet the needs and desires of consumers. In this regard, the development of practical recommendations for ensuring the sustainable development of hotel and restaurant establishments in the face of global threats both in the near future and in the long term is the main objectives of this research, which determines its relevance.

State study of the problem. The research of scientific and practical aspects of the development of the hotel and restaurant industry has been addressed by theorists and practitioners such as: S. E. Bazhenova et al. (2020), N. M. Voytovych and O. Ya. Hrymak, (2017), T. I. Danylyuk (2014), et al. However, in the context of globalisation of the world economy and due to the dependence of the development of the hotel and restaurant industry on a large number of infrastructure entities, the conceptual principles of the development of hotel and restaurant establishments in the context of global threats remain an unresolved issue.

Unresolved issues. Taking into account that theoretical and methodological issues related to the concept of "sustainable development" in the tourism and hospitality sphere are poorly studied, a number of existing provisions remain debated. Insufficient study of the impact of sustainable development of hotel and restaurant industries on increasing their competitiveness in conditions of uncertainty, as well as the adaptation of hotel and restaurant industries to the conditions of global threats serves as justification for the choice of the topic, determined its goal, objectives and vectors in the direction of research.

Aim and methods.

The aim of this study to research the activities of the hotel and restaurant industry in limited conditions based on domestic and foreign experience; to analyse the organization of the hotel and restaurant business based on the fundamental principles of the military sphere; to develop a set of measures to ensure the conceptual foundations of the development of hotel and restaurant establishments in the face of global threats.

The methodological basis of the study is theoretical developments and scientific concepts of national and foreign scientists in the field of analysis of enterprise activities, service technologies and the laws of Ukraine.

Research methods are based on the analysis of special literature on the research problem, covering the basics of the Concept of Development, generalisation and synthesis of the studied material for further work on the problem, traditional methods and means of economic analysis, processing of materials using modern information technologies.

The information base of the study was the work of scientists and specialists from Ukraine and the world in the field of restaurant management, who studied the problems of sustainable development of the hospitality industry under various market conditions, including scientists from the KNUCA and the Department of Hotel, Restaurant and Tourism Business; Laws of Ukraine; regulatory and legislative acts; resolutions of the Cabinet of Ministers; official information websites; periodic scientific and practical publications.

Research results

An analysis of recent publications that initiated the solution to this problem showed that after gaining independence, the restaurant chain in Ukraine moved to the stage of commercialized development, aimed at satisfying differentiated demand, and underwent structural changes related to the development of market conditions (Batchenko et al., 2020, p. 13). Still, today there are many problems in the Ukrainian restaurant market (Shepel, 2019, p. 78). Fig. 1 presents the main obstacles to the successful development of the restaurant business in Ukraine under modern conditions:

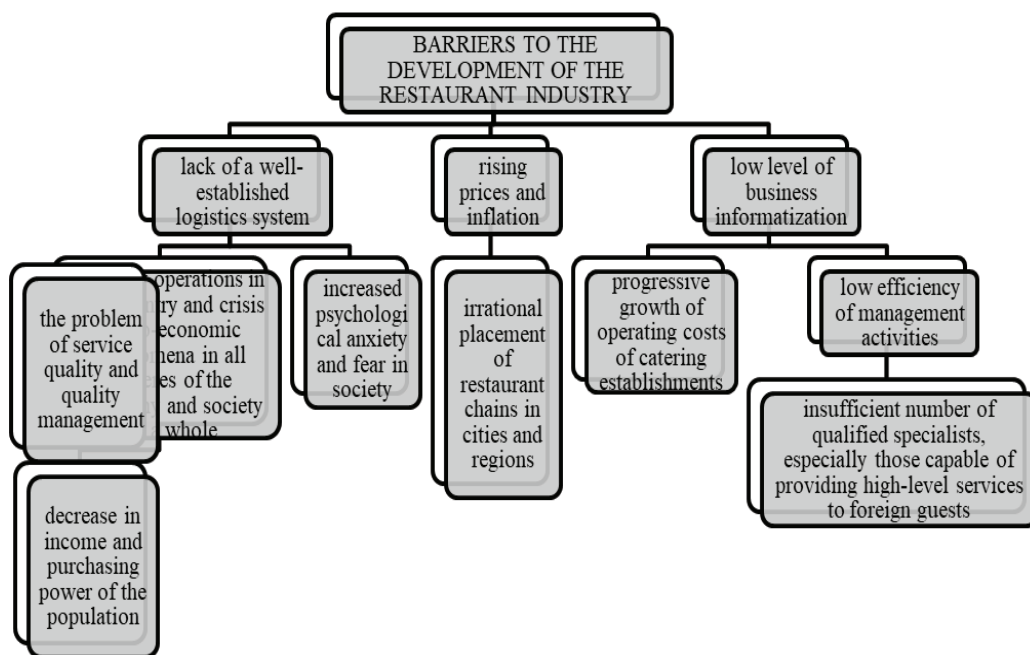


Fig. 1. Main barriers to the development of restaurant enterprises in Ukraine
Source: based on (Shepel, 2019)

In recent years, the restaurant services market has been undergoing constant changes, with growth alternating with decline. This is largely due to the unstable economic and political situation in Ukraine today. The global spread of COVID-19 and the quarantine measures introduced have led to an unprecedented crisis in the restaurant industry, both globally and nationally. Following the introduction of anti-epidemic

measures and transport restrictions, there has been a sharp drop in revenues, which has led to an acute shortage of funds to eliminate the consequences of the COVID-19 pandemic.

COVID-19 has shown that, due to the specifics of the industry, it is highly susceptible to various kinds of crises. The nature of the industry includes many external factors that make it vulnerable. The form that a crisis may take may be different from those in other industries and spheres of social life. One significant difference is that a crisis is not necessarily sudden or unexpected. Typically, the measures taken by all hotel and restaurant owners are more or less the same: maximum cost reduction, providing discounts, expanding the customer base through atypical services, an emphasis on cleanliness and safety, planned modernisation. Let's consider these areas in more detail in Table. 1.

Table 1. Crisis management measures

№	Tool	Ways to overcome
1	Maximum cost reduction	Approximately 52% of respondents to a survey conducted by Cendyn reduced their overall spending, 47% closed restaurants and stopped marketing activities, and 41% closed part of their hotel space and reduced staff (Batchenko et al., 2020)
2	Providing discounts	It is critical to make your offer attractive to consumers, but the experience of financial crises in recent years shows that the cancellation of discounts in the future will be perceived by the audience more loyally than an increase in the cost of rooms, which is why many hotels choose this format of price reduction. Some hoteliers have also introduced daily rates (Bakerenko, 2013)
3	Expanding the client base with the help of non-standard services	Some hotels are seriously intensifying their work with corporate clients, introducing new loyalty programs and options, and also preparing offers for weddings and other events. Among those surveyed by Cendyn, 41% of respondents have come up with alternative ways to use restaurants, 12% have begun to rent out their space as a workspace (Bakerenko, 2013)
4	Emphasis on cleanliness and safety	A mandatory element of alleviating consumer concerns. People are concerned about their health, so the hotel industry pays maximum attention to the sanitation of all premises and advertises this (Bakerenko, 2013)
5	Planned modernization	From the point of view of implementing new business processes, these are additional costs. However, practice shows that the use of automation services (remote check-in, smartphone booking, energy-saving sensors) quickly pay off and start to bring profit. 48% of hoteliers surveyed by Cendyn have invested their resources in developing solutions that improve customer experience, 41% have taken up special projects and 59% have spent the freed-up time on staff training (Bakerenko, 2013)
6	F&B optimization	Some hotels are reducing the range of breakfasts and have signed contracts with food delivery services, which has reduced hotel costs without significantly reducing the quality of service (Bakerenko, 2013)

Source: own elaboration

Despite a number of problems in the development of the restaurant industry, today in Ukraine so-called creative spaces have begun to appear, which call themselves “co-working”, “non-café” or smart cafes. They can be located both in the city center and in neighborhoods. In large cities, their opening can be observed even in office centers. The main concept of such establishments is that everything is free, except for time. These establishments operate on an “all-inclusive” system (the visitor pays not for food and drinks, but for time) and represent a new real estate format, specially adapted for freelancers, startups, IT entrepreneurs and marketers.

In recent years, the restaurant services market has been undergoing constant changes. Naturally, this is due to the unstable economic and political situation in Ukraine today. Current tendencies in the development of the restaurant industry are formulated in Fig. 2.

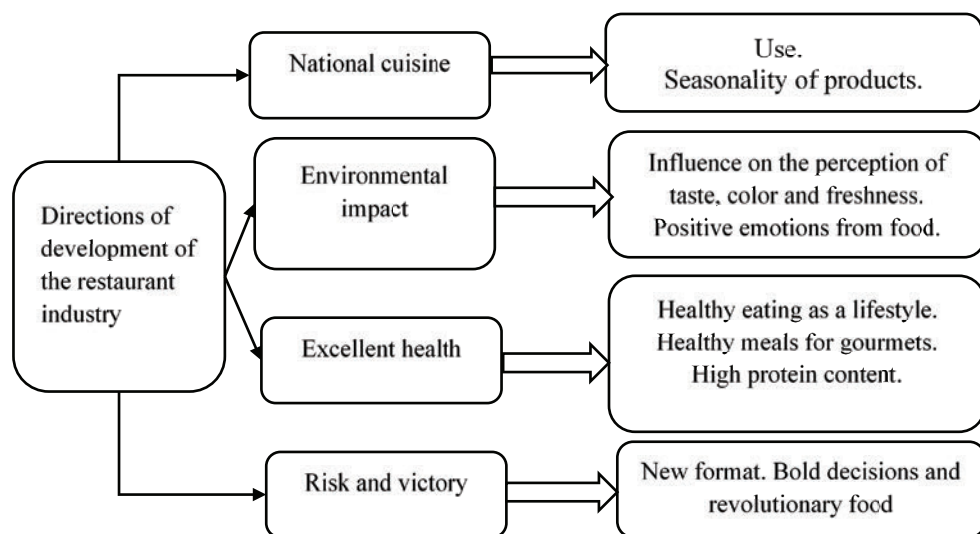


Fig. 2. Directions of development of the restaurant industry
Source: own elaboration

The war hit the hospitality industry hard, causing complete chaos in the financial, energy and food markets, as well as rampant inflation around the world. In the central, eastern and southern parts of Ukraine, the restaurant business has partially or completely ceased. After all, meeting social and cultural needs is impossible due to the disruption of basic security, people were left without housing and money. The hospitality industry did not suffer losses only in western Ukraine. Given the complexity of the military situation in the country, it is extremely important to provide the population with sufficient and balanced nutrition necessary to preserve the lives and health of citizens.

The priority of the Ministry of Defense of Ukraine was and remains the organization of high-quality and uninterrupted nutrition for military personnel, in particular, in the combat zone. All over the world, significant attention is paid to the nutrition of military personnel, as rational nutrition positively affects physical and psychological state and, as a result, on the effectiveness of the performance of a combat mission (*Ministr oborony*,

2023). Still, an analysis of literary sources showed that there are few scientific publications devoted to the study of nutrition of servicemen of the special operations forces (hereinafter referred to as the SSO) of the Armed Forces of Ukraine. One of the reasons for this may be that the SSO as a separate branch of the Armed Forces of Ukraine was created relatively recently – in 2016. The Soviet system provided for the presence of only 30 types of products with minimal qualitative and quantitative characteristics – “meat”, “poultry”, etc. When a soldier must receive 1.7 kg of food per day, not counting bread.

It is also stipulated that the army must have its own pig farms, farms, buy potatoes once a year and eat them all year round, even sorting through the rotten ones. Currently, the catalog system contains a selection of 409 items, from which military unit commanders form a ration with an energy value of 3.500 calories per day for soldiers. This is both a step forward and a source of new risks. After all, the catalog contains only 7 types of chicken, which implies pricing inconsistencies.

The first challenge in the field of food supply for the Armed Forces is the elimination of monopoly. This issue is being solved despite resistance. If in 2021 the multi-billion dollar food market for military personnel of the Armed Forces was de facto controlled by one company, then in 2022 there were already 6 suppliers. In 2023, out of 14 companies with which negotiations were conducted, contracts were concluded with eight. This diversification has made the provisioning system more stable.

Due to this approach, we managed to successfully survive 2022, when the size of the army increased many times in a short period of time. A new task is to create rules aimed at eliminating the possibility of collusion and abuse on the ground between business representatives and military personnel. For example, the State Bureau of Investigation recently uncovered a story about the theft of food by a supplier representative and a seller.

The solution is to introduce a flexible yet unified menu in the Armed Forces. The foundation for this menu will be based not only on money and calories but also on unit measurements (grams/pieces) and calorie content, which is common in NATO standards. The challenge is that there are special requirements for the nutrition of the types, branches and forces of the Armed Forces of Ukraine. There is the Navy of Ukraine, paratroopers, aviation with their own characteristics. There are differences between nutrition in field conditions at the front and at the point of permanent deployment. This entire array needs changes, because the continuity of food supply is an absolute priority.

There are also plans to develop a vegan, halal, kosher and a Christian-style lean menus, offering more inclusive dietary options – as Ukraine is protected by people of many backgrounds (Ministry of Defense of Ukraine, 2019). In order to streamline the organization of nutrition for personnel of the Armed Forces of Ukraine and staff animals, the Ministry of Defense approved the Procedure for the Application of the Food Catalog.

The procedure, approved by the order of the Ministry of Defense dated April 29, 2020 No. 140, entered into force on May 29 (Ministry of Defense of Ukraine, 2020). It regulates the activities of responsible officials of military units of the Armed Forces of Ukraine during the organization of nutrition of personnel and staff animals, in which the provision of food products is carried out according to the Catalog approved by the order of the Ministry of Defense dated November 15, 2019 No. 591 (Ministry of Defense of Ukraine, 2019). The procedure determines how the military unit should plan and provide food products, the maximum amount of money that the unit can spend on food, the organization of meals in stationary and field conditions, the features of record-keeping and reporting, as well as the basic menu – a certain assortment of man-

datory and additional dishes, which are distributed over certain meals (Ministry of Defense of Ukraine, 2020).

The existing medical and biological requirements for the nutrition of military personnel are based on the following fundamental principles: compliance of the energy value of food rations with the energy expenditure and metabolic needs of military personnel; balancing military rations in terms of the content and ratio of proteins, fats, carbohydrates, vitamins and minerals in accordance with physiological recommendations; compliance of the diet with the functional state of the body; ensuring full nutrition of the entire military personnel during training and combat activities; guaranteed provision of food sets in accordance with the established nutritional standards for persons engaged in particularly difficult work (Pylypiv, 2017, p. 200).

One more fundamental principle of the military sphere is that the diet should be diverse and take into account a certain ratio of vegetable and grain dishes and side dishes, the compatibility of components in terms of taste and the complementarity of basic nutrients. Usually, the average chemical composition and energy value of rations are calculated according to special unified tables, based on the average daily ration per serviceman. The mandatory average indicators of the nutritional value of rations include: total protein and fat content (including animal origin); total carbohydrate content; ratio between proteins, fats and carbohydrates; energy value; content of vitamins and minerals.

The choice of food for military personnel also depends on the food organization chart (Fig. 3). From Fig. 3, we determine that the structure of the organization of food for military personnel consists of two types of kitchens: stationary (headquarters) and field. In turn, the stationary headquarters kitchen is one that has stationary equipment and all the necessary facilities for cooking. In addition, it contains a specially equipped room for meal consumption. Field (field) kitchen is an opportunity to organize food outside the permanent location of the unit. It is assumed that food is either pre-prepared and included in dry food sets or the preparation of simplified versions of dishes.

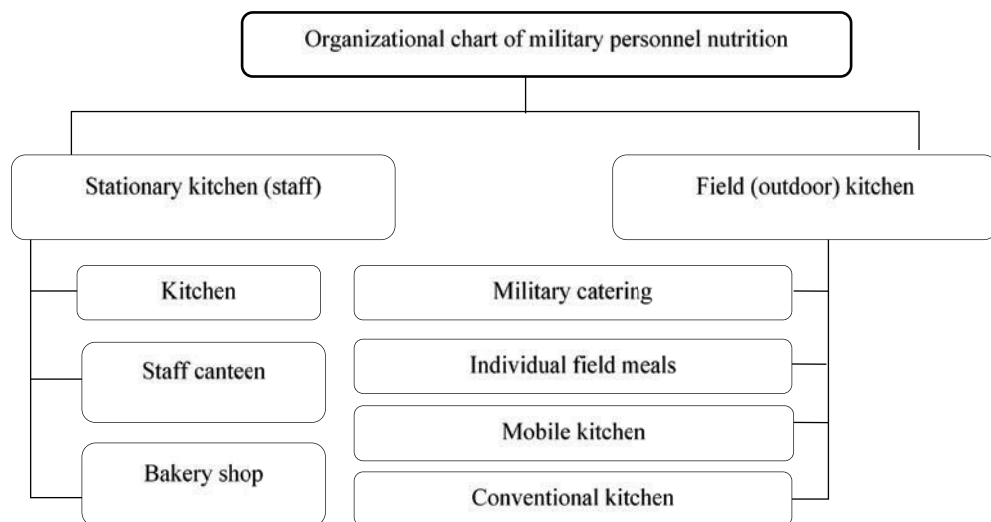


Fig. 3 Organisational chart of military personnel nutrition
Source: own elaboration

Each type is characterised by a combination of indicators: availability of a menu, quality and quantity of dishes, professional level of staff, working conditions, form of service, duration of service, availability of additional services, functional purpose and price. Military catering often features a large menu, which can be better than that of expensive restaurants. All this allows us to speak about its prospects both within individual regions and on a national scale. Moreover, with the beginning of the active phase of the war in Ukraine, there was a need to provide food and temporary accommodation for refugees, temporarily displaced persons and members of the territorial defense. The organisation of heating and feeding points for people who have fallen into difficult conditions, more than ever, requires modern solutions for organizing field kitchens or fast food. A large number of people need access to the elementary benefits of the civilised world. It is the experience of military field kitchens and methods of resettling displaced populations that facilitates work with this target group.

Military catering, which was usually used as a more entertaining and marketing concept for hotel and restaurant establishments, becomes a necessary component in addressing global threats. And the very principle of operation of a military field kitchen allows for the technological organization of meals in any conditions of the consumer's stay. When choosing the formation of a concept for the development and modernization of competitive hotel and restaurant establishments in crisis conditions, the most important thing is to find a balance between cost optimisation and maintaining consumer loyalty. The transition to new formats of hotel and restaurant establishments requires a multifaceted approach, but implemented with a competent creative approach, requirements for methods and tools for achieving a high level of competitiveness, safety and comfort of activity in crisis conditions. In order for the hotel and restaurant business to function successfully in the face of global threats, it is necessary to develop business directions and strategies adapted to new conditions. To quickly adapt to new conditions, it is necessary to use world experience and implement new directions and strategies, namely: technologies, reengineering, crowdsourcing, benchmarking, a quality management system that will help the hotel and restaurant business overcome the crisis and function, receiving additional income.

Crisis management is the art of making decisions based on the analysis of risk factors and available resources aimed at preventing or mitigating the consequences of a crisis. The importance of strategic planning of anti-crisis management has been confirmed in a number of studies. Fig. 4 shows an algorithm for implementing a strategic approach to enterprise management, relevant for forming a concept for the development and modernisation of competitive hotel and restaurant establishments in crisis conditions.

It is important to consider the main ways of forming the concept of development and modernisation of competitive hotel and restaurant establishments in crisis conditions in Fig. 5.

In the formation of the concept of development and modernisation of competitive hotel and restaurant establishments in crisis conditions, there are no universal ways to get the enterprise out of a crisis situation. However, as the study showed, there are certain technologies, methods and techniques that can effectively solve many pressing problems of the organisation. A key feature of anti-crisis management of a restaurant is the constant variability of operating conditions. It is important to use a systemic approach in anti-crisis management which covers all areas of the restaurant's activity.

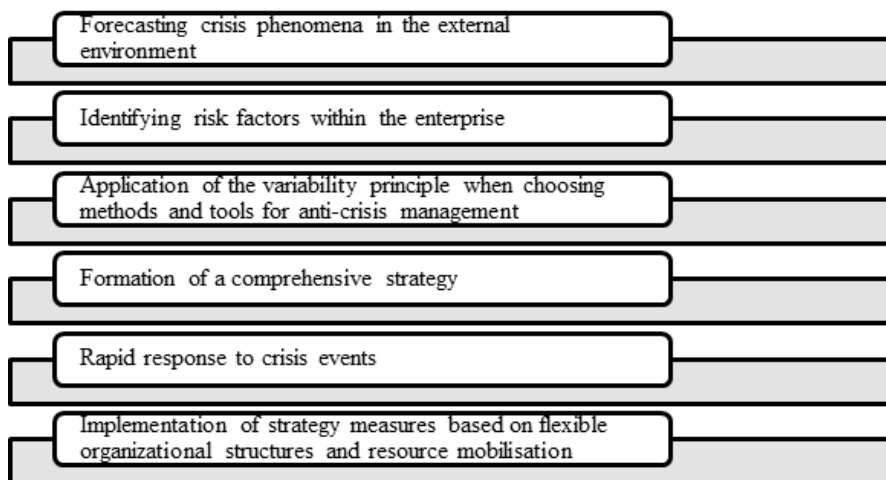


Fig. 4. Strategic approach to crisis management
Source: own elaboration



Fig. 5. The main ways of forming the concept of development and modernisation of competitive hotel and restaurant establishments in crisis conditions
Source: own elaboration

Conclusions and discussion

Analysis of literary sources and practical observations allow us to draw the following conclusions:

1. The activities of the hotel and restaurant industry in limited conditions are studied based on both domestic and foreign experience. It is noted that in order to stimulate entrepreneurial activity in the restaurant industry in the face of global threats, one of the most powerful tools in the competitive struggle is the further implementation of innovative approaches at enterprises.

2. Summing up the reform of the military's nutrition, it can be concluded: the reform of the food supply and nutrition system of the Armed Forces of Ukraine, like any systemic reform in Ukraine, is proceeding while overcoming significant resistance from the reformed system.

3. The organization of the hotel and restaurant business based on the fundamental principles of the military sphere was studied. It was found that the existing medical and biological requirements for the nutrition of military personnel are based on the following fundamental principles: compliance of the energy value of food rations with the energy expenditure and metabolic needs of military personnel; balance of military rations in accordance with physiological recommendations; aligning the diet with the functional state of the body; full nutrition during training and combat activities; guaranteed provision of food sets in accordance with the established nutritional standards for individuals engaged in especially demanding work.

4. It is determined that one of the promising areas for improving the nutrition of military personnel is military catering, and for the successful functioning of the restaurant sector in the face of global threats, it is necessary to implement new areas and strategies, namely: technologies, reengineering, crowdsourcing, benchmarking, a quality management system that will help the hotel and restaurant business overcome the crisis and function, receiving additional income.

5. An algorithm for implementing a strategic approach to enterprise management has been developed, relevant for forming a concept for the development and modernisation of competitive hotel and restaurant establishments and the main ways of forming a concept for the development and modernisation of competitive hotel and restaurant establishments in crisis conditions.

The scientific novelty of the results obtained lies in the development of scientific and practical recommendations aimed at ensuring the sustainable development of hotel and restaurant establishments in the face of global threats.

The perspectives for further research in this area is the development of a scientific and methodological approach for a comprehensive assessment of the effectiveness of the implementation of the elaborated concept of development and modernisation of competitive hotel and restaurant establishments in crisis conditions.

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УДК 640.4-043.86:005.334-027.511"363"

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ФОРМУВАННЯ КОНЦЕПЦІЇ РОЗВИТКУ ТА МОДЕРНІЗАЦІЇ КОНКУРЕНТОЗДАТНИХ ЗАКЛАДІВ ГОТЕЛЬНО-РЕСТОРАННОГО ГОСПОДАРСТВА В УМОВАХ ГЛОБАЛЬНИХ ЗАГРОЗ

Актуальність. Актуальність обраного дослідження полягає в тому, що глобальні події останнього часу, такі як збройна агресія російської федерації в Україні 2022 р, пандемія коронавірусу COVID-19, внесли істотні зміни до звичного ритму життя кожної людини,

незалежно від того, в якій країні світу вона проживає. Ці обставини стали основою вивчення та аналізу розвитку закладів готельно-ресторанного господарства в умовах глобальних загроз із подальшою метою створення комплексної системи сталого розвитку, що, зі свого боку, стане важливим напрямком у забезпеченні розвитку національної економіки. **Мета дослідження** – проаналізувати сучасну ситуацію формування концепції розвитку та модернізації конкурентоздатних закладів готельно-ресторанного господарства в умовах глобальних загроз. **Методи дослідження** базуються на аналізі спеціальної літератури із проблеми дослідження, що охоплює основи Концепції розвитку, узагальнення та синтез вивченого матеріалу для подальшої роботи над проблемою, здійснення збору даних і статистичних угруповань, математичного розрахунку, побудови графічних матеріалів, застосування методів економічного дослідження, систематизації одержаного матеріалу, здійснення дослідно-експериментальної роботи. **Результати.** У статті досліджено діяльність готельно-ресторанного господарства в обмежених умовах на вітчизняному та зарубіжному досвіді; подано концепції розвитку сфери послуг від класичних інтерпретацій до сучасних викликів; описано організацію діяльності готельно-ресторанного бізнесу на фундаментальних принципах військової сфери, сформовано концепцію розвитку та модернізації конкурентоздатних закладів готельно-ресторанного господарства в умовах глобальних загроз. **Висновки та обговорення.** Наукова новизна статті полягає у розробленні науково-практичних рекомендацій, спрямованих на забезпечення сталого розвитку закладів готельно-ресторанного господарства в умовах глобальних загроз. Практичне значення полягає у тому, що наукові та практичні положення цього дослідження можуть бути реалізовані в індустрії гостинності в умовах глобальних загроз.

Ключові слова: концепція розвитку, реформа, кризові умови, глобальні загрози, готельно-ресторанний бізнес, військовий кейтеринг.

Надійшла 11.01.2025

Прийнята 23.02.2025

Стаття була вперше опублікована онлайн 18.07.2025



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