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PROBLEMS OF ORGANIZATIONAL AND MANAGERIAL ACTIVITIES OF SERVICE MARKET ENTERPRISES IN MODERN CONDITIONS OF MARTIAL LAW

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PRESENTATION AND PURPOSE OF THE STUDY. Against the backdrop of military aggression, the organizational and managerial activities of market services enterprises (including the hotel and restaurant business) faced critical challenges. The priority of management has radically shifted: from innovative development and competitiveness to ensuring operational stability, adaptability and effective functioning in the anti-crisis management mode.

The relevance of the topic is due to the low destructive factors, such as physical destruction of assets, disruption of logistics chains, critical decline in demand and a deep personnel crisis (due to migration/mobilization). The research focuses on the transformation of management processes at the micro level - within the organizational structure.

The main task of the work is to substantiate and develop a set of practical recommendations to increase the viability, stability and adaptability of enterprises to military-economic realities, outlining the directions of innovative restructuring of management systems.

RESEARCH METHODS. To achieve the goal, a set of methods of scientific knowledge was used: a systemic approach (allowing to consider organizational and managerial activities as a holistic, dynamic system that is under the influence of extreme external shocks, assessing the relationship between the destruction of infrastructure, personnel crisis and financial stability), analysis and synthesis (used to decompose complex reality), (operational, personnel, financial and risk management) and integration of results to form a clinical concept of crisis organizational adaptation), a comparative method (helped to compare management decisions in conditions

of stability with emergency decisions of wartime to identify key innovative changes), a predictive method (used to assign strategic guidelines aimed at recovery and sustainable development).

CONCLUSIONS. The conducted study confirmed the fundamental transformation of organizational and managerial activities.

Personnel crisis: Recognized as the most acute challenge. It requires management to restructure HR processes, including accelerated retraining and increased attention to psychological support for personnel.

Operational resilience: The greatest resilience was demonstrated by the enterprise that carried out a rapid innovative restructuring, which included accelerated digitalization of internal and external processes. Automation and the transition to remote forms of management became compensatory mechanisms against damaged logistics chains and staff shortages.

Financial Management: Switched to strict cost optimization and the use of short-term risk management tools due to a limited planning horizon.

Main conclusion: Management has switched to a highly adaptive crisis response model, where operational resilience has replaced strategic development. Innovative activity is manifested not so much in technological breakthroughs as in radical organizational restructuring and the ability to quickly repurpose services. Effectively overcoming these challenges is the key to survival and the basis for post-war recovery.

KEYWORDS: management; market services; martial law; crisis management; adaptability; personnel crisis; organizational activity.

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ПРОБЛЕМИ УПРАВЛІНСЬКОЇ ПІДПРИЄМСТВ РИНКУ ПОСЛУГ В СУЧАСНИХ УМОВАХ ВІЙСЬКОВОГО СТАНУ

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ВИСТУП ТА МЕТА ДОСЛІДЖЕННЯ. На тлі військової агресії організаційно-управлінська діяльність підприємств ринкових послуг (включно з готельно-ресторанним бізнесом) зіткнулася з критичними викликами. Пріоритет управління кардинально змістився: від інноваційного розвитку та конкурентоспроможності до забезпечення операційної стійкості, адаптивності та ефективного функціонування в режимі антикризового менеджменту.

Актуальність теми зумовлена низкою деструктивних факторів, таких як фізичне руйнування активів, порушення логістичних ланцюгів, критичне зниження попиту та глибока кадрова криза (через міграцію/мобілізацію). Дослідження фокусується на трансформації управлінських процесів саме на мікрорівні – всередині організаційної структури.

Основне завдання роботи полягає в обґрунтуванні та розробці комплексу практичних рекомендацій для підвищення життєздатності, стійкості та адаптивності підприємств до військово-економічних реалій, окреслюючи напрями інноваційної перебудови управлінських систем.

МЕТОДИ ДОСЛІДЖЕННЯ. Для досягнення мети застосовано комплекс методів наукового пізнання: системний підхід (дозволив розглянути організаційно-управлінську діяльність як цілісну, динамічну систему, що перебуває під впливом екстремальних зовнішніх шоків, оцінюючи взаємозв'язок між руйнуванням інфраструктури, кадровою кризою та фінансовою стійкістю), аналіз та синтез (застосовувались для декомпозиції складної реальності (операційний, кадровий, фінансовий та ризиковий менеджмент) та інтеграції результатів для формування цілісної концепції кризової організаційної адаптації), порівняльний метод (допоміг зіставити управлінські рішення в умовах стабільності з екстреміми рішеннями

воєнного часу для визначення ключових інноваційних змін), прогностичний метод (використаний для окреслення стратегічних орієнтируваних на повоєнне відновлення та сталій розвиток).

ВИСНОВКИ. Проведене дослідження підтвердило фундаментальну трансформацію організаційно-управлінської діяльності.

Кадрова криза: Визнана найгострішим викликом. Вона вимагає від менеджменту перебудови HR-процесів, включаючи прискорену перекваліфікацію та посилення уваги до психологічної підтримки персоналу.

Операційна стійкість: Найбільшу стійкість продемонстрували підприємства, які здійснили швидку інноваційну перебудову, що включала прискорену діджиталізацію внутрішніх та зовнішніх процесів. Автоматизація та переход на дистанційні форми управління стали компенсаторними механізмами проти порушених логістичних ланцюгів та браку працівників.

Фінансове управління: Перейшло до жорсткої оптимізації витрат та використання короткострокових інструментів ризик-менеджменту через обмежений горизонт планування.

Основний висновок: Управління перейшло до високоадаптивної моделі кризового реагування, де операційна стійкість замінила стратегічний розвиток. Інноваційна діяльність проявляється не стільки у технологічних проривах, скільки у радикальній організаційній перебудові та здатності швидко перепрофілювати послуги. Ефективне подолання цих викликів є запорукою виживання та основою для повоєнного відновлення.

КЛЮЧОВІ СЛОВА: управління; ринкові послуги; воєнний стан; кризовий менеджмент; адаптивність; кадрова криза; організаційна діяльність.

Introduction. The restaurant business sector has historically been one of the most dynamic and customer-oriented segments of the global economy. The dominant success factor in this market is not only economic efficiency, but also the subjective perception of the service provided by the customer. Due to the high volatility of demand, increased competitive pressure and the accelerated digitalization of consumption, the desire for high and, more importantly, constant quality of the services provided is becoming not just an attractive advantage, but also a crucial prerequisite for the existence of the business. In this regard, the development and constant support of an effective quality management system that combines control and motivation tools with strategic planning are vital. However, ensuring high quality today is impossible without innovative activity. Innovation is the main tool that allows the hotel business to anticipate market demand, and not just adapt to it, offering fundamentally new consumer solutions. Thus, the nature of quality management is expanding, covering not only the decisions that need to be made and the control that needs to be carried out, but also the generation of innovative ideas and their transformation into standardized operational processes.

Considering the above, it should be noted that against the backdrop of military aggression and when the restoration of the national economy of Ukraine is taking place in parallel with active hostilities, the organizational and managerial activities of enterprises in the services market have found themselves facing critical challenges that require immediate scientific understanding. If in previous periods the market for management solutions services was focused mainly on innovative development, the possibility of enriching the range and increasing their competitiveness in the liberalized market, today the priorities are diverse and quite justified: ensuring the stability of processes, functions, namely the functioning of enterprises; their adaptability and ensuring effective activity in the anti-crisis management mode.

Description of the problem. During the aggression, which lasted several years, Ukrainian market services enterprises faced significant challenges. They were unprecedentedly deep and complex, firstly, they went beyond the scope of typical economic crises. Traditional approaches to crisis management, based on the analysis of financial charges and risks, were less effective in resolving situations where the main risk for enterprises was the physical loss of assets and countless observers.

First, the most fundamental is the destruction of logistical and infrastructure connections. The physical switching of ports, frequent downtime of railway and road networks, the occupation of territories where key employees or their consumers for enterprises were located, led to the destruction of key supply chains.

Almost every day, the logistics scheme changes or ceases to operate, which requires maximum decentralization of procurement procedures and greater

authority for local managers to be able to quickly select additional or show other agents. An additional, less widespread problem is the human capital crisis. Purely personnel mobilization and mobilization of men has led to a constant and deep shortage of qualified personnel in almost all market segments. This crisis is caused not only by this direct pit-out, but also by the service of psychologists and the emotional capacity of the remaining employees. The second challenge is the radically changed structure of demand and solvency. The decline in real incomes of the population and the shift of consumer priorities towards basic needs have contributed to the reduction of the premium services market segment and the choice of demand for democratic, affordable formats. For enterprises, this means the need to quickly re-profile services, tariff policy and minimize operating costs to levels that were previously considered impossible. Management decisions today are focused on rigid cost optimization, critical cash flow management, simplification from the concept of long-term strategic planning to short-term tactical maneuvers (Pasichnyk, 2022; Zabarna, 2022).

The organizational and managerial activities of market service enterprises have turned into a process of solving multi-level anti-crisis balancing acts, which requires the integration of security indicators, personnel management and digital transformation, which is vital for operational rigidity in conditions of limited backward planning (Ivanova, 2022).

The personnel crisis caused by martial law is perhaps the most difficult issue in organizational management. Not only the loss of qualified employees, but also changes in motivational priorities and the psychological and emotional state of employees require a radical revision of personnel management processes. Modern HR strategy focuses on three main areas: retention, retraining and support (Melnyk, 2022).

First, the retention of critical personnel is ensured by introducing competitive working conditions, offering flexible schedules, and sometimes ensuring security, providing personnel with housing and relocation. Enterprises that were able to quickly offer any guarantees of security and stability, even minimal ones, gained a significant competitive advantage in the labor market.

Secondly, the outflow of male labor and the mobilization of enterprises were aimed at quickly training new personnel – more women or IDPs (elderly people) – to perform previously "male" or highly specialized functions. These features led to the introduction of innovations in internal training programs – they became as concise as possible, practically oriented and conducted in the "workplace" mode (Blank, 2021).

Thirdly, given the high level of stress and risks of emotional development, many companies integrated elements of psychological support for employees into their HR functionality – consultations, internal communication channels for sharing experience. This is primarily management of the emotional stability and

loyalty of employees. The shortage of labor catalyzed accelerated digitalization and automation (Kovalchuk, 2023).

The long-term viability and successful recovery of market service enterprises, particularly within the Hotel and Restaurant (H&R) sector, necessitate the formation of a permanent Resilience Architecture. This strategic framework requires the transformation of temporary, adaptive wartime innovations – such as the deployment of generators and Starlink terminals – into fully integrated, enduring organizational standards designed for sustainable operation under sustained high-risk conditions. This future-oriented strategy is anchored by three critical, interconnected imperatives.

First, process reengineering demands a deep and pervasive shift towards digitalization to minimize dependency on the volatile human factor. This involves the mass implementation of advanced ERP and PMS systems, which must be augmented with Artificial Intelligence to provide highly dynamic demand forecasting and instantaneous risk management, ensuring the enterprise can react swiftly to evolving security and economic fluctuations.

Second, the formation of an innovative personnel reserve is essential. This requires going beyond simple recruitment, focusing instead on comprehensive state and corporate retraining programs that prioritize both technical adaptability and psychological resilience. This resilient human capital is recognized as the key element for restoring and maintaining high-quality service, effectively compensating for the instability of the wartime labor market.

Third, financial innovation is paramount for securing the necessary capital to fund this transformation. This demands shifting the investment focus beyond traditional commercial financing toward leveraging international recovery support programs. Strategic funding efforts must concentrate on incorporating environmental and social innovations, positioning them as fundamental elements of a sustainable development model to attract impact investors and broader international support.

In conclusion, the successful functioning of service enterprises throughout the crisis and subsequent recovery hinges upon the systemic integration of these multi-vector innovations into all management processes. This architectural shift guarantees unwavering operational sustainability while decisively preserving critical human capital, paving the way for the eventual restoration of the nation's service industry.

Research results and prospects. The ongoing military aggression and subsequent economic volatility have fundamentally redefined the strategic landscape for the hotel and restaurant (H&R) sector. Prior to 2022, management efforts predominantly centered on market expansion, competitive differentiation, and incremental technological upgrades. However, contemporary realities have

precipitated a critical shift, forcing enterprises to prioritize operational resilience and agile crisis management.

The experience of the H&R sector confirms that organizational innovation in wartime is a continuous, high-stakes adaptation process. It represents a managerial shift from a focus on growth to a focus on viability. Success is defined by the speed of innovative restructuring, particularly through digitalization and automation to counter the staffing crisis, and the strategic prioritization of investments into core resilience and safety protocols. Mastering this highly adaptive crisis-response model is the non-negotiable prerequisite for survival today and for forming a reliable foundation for the industry's eventual post-war recovery.

The viability of hotel and restaurant (H&R) enterprises in a high-risk, wartime environment is predicated on a significant and often rapid organizational restructuring. A central feature of this adaptation is the multi-vector nature of innovation, which refers to the simultaneous implementation of targeted innovations across several critical dimensions of the business. This approach moves beyond simple technological upgrades, encompassing broad changes in structure, process, and interaction protocols to ensure continuity under conditions of extreme resource scarcity, safety concerns, and reduced personnel.

This vector includes the implementation of service devices and intelligent chatbots. These tools are highly effective in accumulating and analyzing a wide range of consumer requests—from routine needs to urgent security inquiries—and promptly transmitting them to the relevant managerial or emergency personnel. They serve as a critical intermediary layer, bridging the communication gap created by limited physical staff presence. By automating the first line of customer interaction, H&R businesses can maintain a high standard of responsiveness 24/7, ensuring that every request is logged and addressed, thereby enhancing customer confidence and minimizing the risk of negative experiences due to slow human response. Furthermore, these systems provide valuable data on evolving consumer needs under crisis conditions.

This adaptation is primarily realized through the use of sophisticated WEB services. These platforms are now designed to move beyond the traditional "price-quality" criterion and focus on the "price-safety" criterion. Based on a client's preliminary request – which may include details about family composition, travel routes, or specific security needs – the WEB service forms the most profitable and suitable package of hotel services. This personalized packaging incorporates visible safety measures (e.g., proximity to shelters, dedicated security staff, reliable power generation) as core selling points, not mere afterthoughts. By emphasizing that the premium or value paid is directly linked to enhanced personal security and operational predictability, marketing innovations effectively

manage risk perception and stabilize the consumer base in an unpredictable market.

The implementation of multi-vector innovation – spanning Management, Communication, Service, and Marketing – is the defining feature of organizational resilience for the H&R sector during wartime. These innovations collectively create a highly adaptive and interconnected system that addresses the operational necessity of decentralization (Management), the transactional imperative of speed (Communication), the physical necessity of resource optimization and safety (Service), and the psychological necessity of security assurance (Marketing). It is the integrated strength of these four vectors that determines an enterprise's ability to survive today and to be positioned for robust recovery tomorrow (Davis & Frisberg, 2021).

The use of innovations in the functioning of a hotel enterprise is not radical in nature, but continuous in time. Given the specifics of the implementation of the hotel product, companies in this area of commercial activity, as a rule, do not use radical innovations so as not to lose regular customers and not to shock them. In view of this, most hotel enterprises apply a strategy of regular small-scale innovation activity, the essence of which is that they seasonally or in accordance with changes in the security situation introduce the most relevant innovations into individual aspects of their business activities. This strategy, provided a competent approach and high-quality implementation, ensures the maintenance of the required level of demand for hotel services and contributes to its growth (Tabenska, 2019).

The primary objective is the mass implementation of sophisticated Enterprise Resource Planning (ERP) and Property Management Systems (PMS). These integrated systems must move beyond simple booking and accounting, incorporating elements of Artificial Intelligence (AI) for crucial functions:

Demand Forecasting and Risk Management: AI models can analyze real-time geopolitical data, security alerts, and local infrastructure status alongside traditional market trends to provide dynamic, high-fidelity forecasts. This allows for superior pricing strategies, optimized staffing levels, and immediate risk-adjusted resource allocation.

Minimization of Human Dependency: Full automation of core, repetitive back-office tasks, inventory tracking, and certain customer communications (via advanced chatbots and voice assistants) will free up essential human staff to focus exclusively on high-touch service and complex problem-solving. This makes the enterprise less vulnerable to sudden personnel fluctuations (mobilization, migration).

Digitalization of Safety Protocols: The resilience architecture requires all emergency and safety procedures to be fully digitized and integrated into the PMS, ensuring staff training, guest notifications, and resource deployment are

instantaneous and traceable. This reengineering effort transforms the enterprise from a physically managed entity into a digitally optimized, data-driven operation.

While digitalization minimizes transactional reliance on people, the service sector remains fundamentally dependent on high-quality, resilient personnel. The war created an immediate staffing crisis, but the long-term challenge is forming an innovative personnel reserve that possesses both high technical skill and robust psychological resilience. This formation requires a collaborative strategy involving state-level and corporate retraining programs:

- **Adaptability and Multi-Skilling:** Training must prioritize versatility. Personnel need to be cross-trained across departments (e.g., front desk staff capable of managing inventory, or cleaning staff trained in basic emergency response) to maximize organizational flexibility during sudden personnel shifts.

- **Psychological Resilience and Support:** Given the trauma and stress associated with conflict, sustained corporate programs focusing on mental health, stress management, and team cohesion are not merely benefits but critical operational requirements. A resilient employee base is less likely to leave and more capable of maintaining high service standards under pressure.

- **Innovation-Oriented HR Strategy:** Recruiting and training strategies must actively seek individuals who are comfortable with continuous small-scale innovation and rapid process change. As the text notes, the use of service-nature innovations is heavily dependent on the human factor; therefore, the quality and competence of staff are critical to successfully deploying any new system.

Investing in this human capital reserve is the key to restoring the quality of service to a high level, confirming the central role of preserving human capital in the overall strategy. Financial innovation must look beyond traditional commercial lending due to the elevated risk environment. The strategy involves a pivot toward funding mechanisms that recognize the unique circumstances and long-term necessity of the sector's recovery:

Targeted International Recovery Support: Enterprises must proactively seek investments and grants provided through international recovery support programs. This funding often prioritizes projects that integrate broader societal goals, offering a compelling opportunity to merge financial sustainability with environmental and social initiatives.

Focus on ESG Factors (Environmental and Social Governance): Financial innovation means framing investment pitches around environmental and social innovations as core elements of sustainable development.

Environmental: Investments in energy-saving technologies (like the variable climate control devices mentioned previously) and sustainable resource management reduce long-term operational costs and appeal to international stakeholders focused on green recovery.

Social: The commitment to rebuilding human capital, hiring IDPs, and providing psychological support creates a strong social narrative that attracts impact investors and governmental aid.

Blending Commercial and Concessional Finance: Creating hybrid financial models where commercial capital is de-risked by concessional loans or grants from international institutions. The research confirms that the successful, long-term functioning of market service enterprises depends entirely on the systemic integration of multi-vector innovations into all management processes. The formation of the Resilience Architecture is the strategic imperative that ensures temporary adaptive measures (generators, Starlink) evolve into permanent, robust organizational standards (digitalized safety and energy systems).

The ultimate goal transcends mere business survival; it is the establishment of a robust, adaptive sector where operational sustainability and the preservation of human capital form the non-negotiable prerequisites for thriving during the post-war economic restoration. The foresight in reengineering processes, cultivating a resilient workforce, and pursuing diversified financial innovation will determine which enterprises lead the recovery of the nation's service industry.

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