

НАПРЯМ 2. ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

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FEATURES OF IMPLEMENTATION OF ECONOMIC INITIATIVES IN THE CRISIS MANAGEMENT SYSTEM

Batchenko Liudmyla

*Doctor of Economics, Professor,
Professor of the Department of Hotel, Restaurant and Tourism Business,
Honored Worker of Education of Ukraine
Kyiv National University of Culture and Arts
ORCID: <https://orcid.org/0000-0001-6975-5813>*

Honchar Liliia

*PhD in Economics, Associate Professor,
Professor of the Department of Hotel, Restaurant and Tourism Business,
Kyiv National University of Culture and Arts
ORCID: <https://orcid.org/0000-0001-5621-0910>*

Kovalenko Valeriia

*Assistant of the Department of Hotel, Restaurant and Tourism Business
Kyiv National University of Culture and Arts,
Candidate for the degree of Doctor of Philosophy
University of Economics and Law "KROK"
ORCID: <https://orcid.org/0000-0001-9990-0217>*

Today, the hospitality business is developing in dynamic crisis processes, which in one way or another affect the industry, make it adapt to new realities, stimulate development to be competitive. That is why economic initiatives that help businesses to introduce new technologies, innovations, know-how, etc. to achieve economic profit play an important role.

For a deeper understanding of the concept of "economic initiative", it is worth defining the definition of "initiative". According to the dictionary of foreign language words, the initiative (French, from Latin *initium* – beginning) is the first step in any business, an undertaking; the ability to put forward new ideas, proposals; the ability to independently start any business; enterprising, energetic, entrepreneurial; legislative initiative – the right to submit draft laws to the legislative body, which is obliged to discuss them and make a decision [1].

The platform of the Government of Canada states that "the Economic Development Initiative (EDI) provides financial support to projects that

encourage economic diversification, business development, innovation, partnerships and increased support for small and medium-sized enterprises" [2].

On the example of the concepts of "legislative initiative" and "economic development initiative", it is possible to formulate the definition of "economic initiative" – it is the ability to generate and offer new ideas and proposals for enterprises, organizations, businesses, industries, etc. that will ensure their economic development, stimulate the improvement of the economic situation and include the provision of financial support.

An important aspect in considering this issue is the analysis of the hospitality sector in the world globalization processes, for example, the impact of the Covid-19 pandemic on the development of the hospitality industry, which has had inevitable negative consequences for hospitality enterprises around the world. The business began to introduce various initiatives in the context of consumer protection and their health (these include mobile laboratories for coronavirus tests at airports, hotels, etc.; creating all the necessary conditions for the accommodation of hotel consumers; providing the necessary means of protection in restaurants, hotels, airports, etc.). It is thanks to the prompt response to global changes that the hospitality industry was able not only to "survive", but also to develop and, as a result, to make a profit.

Of course, it is impossible not to consider the impact of Russia's full-scale invasion of Ukraine, because with the beginning of the aggression, Ukrainian business suffered significant and inevitable losses. K. Palamarek notes that "a significant blow to the hospitality industry was caused by the military invasion of the Russian occupiers on the territory of Ukraine. In a month of war, the Ukrainian hotel and restaurant business lost more than in two years of the pandemic" [4, p. 216–219].

And if in the first months of the war business owners, executives, managers were recovering from the events, later they gradually began to introduce specific economic initiatives. The platform "Khmarochos", which studies the development of Ukrainian cities, emphasizes: "Since the beginning of the war, about 7 thousand restaurants and cafes have closed in Ukraine. But 2 thousand new ones have appeared. The restaurant market has developed most intensively in Lviv – more than 500 new establishments have appeared since the beginning of the war." The platform also refers to the words of Olga Nasonova, co-founder of the National Restaurant Association, who says that "the market has decreased by about 25% compared to February 2022. In some regions, the market decline was more than 50%: Kharkiv, Mykolaiv, Zaporizhzhia, Luhansk regions. In Kyiv, Odesa, Dnipropetrovs'k regions – a drop of up to 30%". Some business owners moved their establishments and employees to the west of Ukraine, for example, "Coffee House 0629" from Mariupol (0629 is the code of the hero city of Mariupol), "Sneaker Mate" from Kharkiv, moved to Lviv, and establishments are also being created by

internally displaced persons, such as "First Lviv" coffee house (displaced from Kharkiv), restaurant "BLUEFIN" (displaced from Mariupol), coffee shop "Kiit" (IDPs from Borodianka and Irpin) in Lviv, "Kyiv Bar" (IDPs from Kyiv) in Uzhhorod, coffee shop "Nezalezhnist" (IDPs from Kherson) and pizzeria "Ria pizza" (IDPs from Kramatorsk) in Kyiv, restaurant "Kasha maslo" (IDPs from Kharkiv) and "Ultra babushka" (IDPs from Sloviansk) in Chernivtsi and many others. Ukrainian entrepreneurs are also opening or relocating their establishments abroad, namely in Romania, the restaurant "Chornomorka", and such restaurateurs as D. Borisov and I. Sukhomlyn are also planning to open. Ukrainian entrepreneurs consider mainly Poland, because it is there that most Ukrainians and similar mentality [5].

So, during the full-scale invasion, hospitality entrepreneurs introduced economic initiatives in the form of relocation, transportation of business to safer territories, creation of new business ideas, adaptation of the concept of the institution to the modern needs of the consumer, taking into account the mentality of the population, etc.

It is important to realize that the war in Ukraine has a global impact on the world economy and the hospitality industry, including, as noted by the international news and financial information agency "Reuters", global economic growth is slowing more than previously predicted after Russia's invasion of Ukraine, as the energy and inflation crises risk turning into recessions in major economies, the OECD (Organization for Economic Cooperation and Development) said, global growth this year was expected at 3.0%, now it is projected to be 3.0% [3].

That is why, in order to minimize the negative impact of the war in Ukraine on the world stage, including on the hospitality industry, it is necessary to introduce appropriate economic initiatives that will help businesses stay afloat, which will stimulate society to use the services of the hospitality industry, and the need for economic initiatives at the state level is also important, because it is crucial to support the government in the context of up-to-date crisis management. After all, the hospitality industry is significant for the world economy, so researchers G. Tarasyuk, A. Chagaida, O. Tishchenko emphasize that the hospitality industry for nine consecutive years outpaced the overall growth rate of world GDP, making it the third largest sector of the world economy by this indicator. And the contribution to world GDP as of 2019 was 10.3% [6].

Thus, the potential of the hospitality industry is really great, so it is necessary to create and implement development strategies that would help the industry to improve and bring its significant share to the world economy.

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