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## FEATURES OF BUSINESS COMMUNICATION IN THE HOTEL AND RESTAURANT BUSINESS

**Statement of the problem in a general form and its connection with important scientific or practical tasks.** Business communication in the hotel and restaurant industry is a key element that affects the quality of service, customer satisfaction, and the efficiency of management processes. In the context of globalization and increasing competition, the specifics of business communication are becoming critical factors in ensuring the competitiveness of enterprises in this sector. The importance of this issue is driven by the high demands on professional ethics, service standards, and the communication skills of staff, which directly influence customer loyalty and the reputation of the hotel and restaurant business.

Scientific interest in studying the features of business communication in the hotel and restaurant industry is motivated by the need to develop new approaches to improving service quality and refining management decisions within the context of the dynamic changes in the market. From a practical perspective, a key task is to develop effective communication strategies to enhance customer satisfaction, prevent conflicts, and ensure the continuity of business processes. Examining these aspects helps improve the professional training of workers in the hotel and restaurant sector, fostering the development of their social and communication competencies, which are essential for the success of enterprises in this field.

The specifics of business communication in the hotel and restaurant industry during the war in Ukraine become even more significant for several key reasons. First, the war has significantly impacted the socio-economic situation, forcing businesses to adapt to conditions of uncertainty, crisis, and limited resources. In such circumstances, effective communication is critically important for ensuring business stability, maintaining the trust of customers and employees, and supporting the morale of the staff. Second, due to the mass displacement of people and the increase in the number of internally displaced persons, the demands for

service quality in the hotel and restaurant sector have risen. Effective communication with clients and employees helps to avoid conflicts, provide psychological support, and create comfortable conditions for guests, which is especially important in times of crisis. Third, many businesses during the war are striving to support the country's economy and preserve jobs. Successful communication with partners, suppliers, and other stakeholders is a decisive factor in sustaining the business and adapting it to new realities. Therefore, studying the specifics of business communication in this sector during the war is not only relevant but also crucial for the survival and sustainable development of the hotel and restaurant industry in Ukraine.

**Analysis of the latest sources of research and publications.** The modern understanding of business relations in the hotel and restaurant industry has been examined by both foreign and domestic researchers, including prominent scholars such as V. Andreev, V. Apopiy, O. Baeva, K. Davis, S. Zadek, E. Carnegie, O. Leontiev, G. Lensen, M. Friedman, O. Sheldon, A. Bazilyuk, G. Bashnyanin, M. Butko, S. Ilyashenko, S. Knyaz, O. Kuzmin, A. Mudryk, Y. Paleha, N. Panina, A. Panfilova, G. Sagach, M. Starodubska, M. Tugan-Baranovsky, T. Kholopova, S. Cherner, V. Sheinov, G. Shchokin, V. Shapoval, and many others. However, an unresolved aspect of this highly relevant issue remains the identification of the specific features of business communication in the hotel and restaurant industry, particularly in Ukraine during martial law.

**Formulation of the purpose of the article.** The purpose of this article is to analyze and identify the specific features of business communication in the hotel and restaurant industry, with a particular focus on the challenges and dynamics present in Ukraine during martial law. The study aims to explore the key factors influencing effective communication in this sector, determine the impact of the current socio-economic and



crisis conditions on business relations, and provide recommendations for improving communication strategies in order to enhance service quality, customer satisfaction, and business stability during periods of uncertainty and conflict.

The object of the study is the specific features of business communication in the hotel and restaurant industry, particularly in the context of crisis situations caused by the state of war in Ukraine.

The subject of the study is the communication processes and their impact on management efficiency and service quality in the hotel and restaurant industry under the conditions of martial law in Ukraine.

**Presentation of the main research material.** In general understanding, business communication is an essential tool for achieving effective interaction between people in the professional sphere. Its essence lies in the exchange of information, ideas, and emotions to achieve common goals, make decisions, solve problems, and ensure effective collaboration. Business communication fosters the development of trustful relationships between partners, colleagues, and clients, helps optimize work processes, and avoids misunderstandings and conflicts. The importance of business communication also lies in its role as the foundation of managerial activities, allowing leaders to effectively convey information, give instructions, and receive feedback from subordinates. Additionally, it contributes to the development of corporate culture, enhances employee motivation, and helps create a positive image of the company in the market.

L. Malyuk defines business communication as communication between interlocutors who are significant to each other, interacting regarding a specific matter, with the main goal of such communication being productive work [9-10].

O. Avramenko, L. Yakovenko, and V. Shiyka define business communication as the exchange of information, through which a manager obtains the necessary information for making effective decisions and communicates these decisions to the organization's employees [1].

O. Oliynyk defines business communication as a new academic discipline, whose development has been influenced by various fields of science (ethics, psychology, philosophy, sociology) and practice (management, administration, etc.). However, ethics and psychology, as the sciences that study human nature and behavior (albeit from different perspectives), have had the most significant impact. These fields examine the factors that affect human activity and interaction [12].

The content of business communication is the "business" around which interaction arises and develops. Various descriptions of its specifics can be found in the literature. The following characteristics of business communication are highlighted: the interlocutors are individuals who are significant to each other, they interact regarding a specific matter, and the

main goal of such communication is productive collaboration.

According to some scholars, communication should be considered business communication if its defining content is socially significant joint activity [5; 13; 14]. Others believe that business communication is verbal contact between interlocutors who have the necessary authority for it and aim to solve specific problems [3; 6; 9; 16].

Based on the provided definitions, business communication can be understood as a structured exchange of information and interaction between individuals or groups who are significant to each other and are engaged in socially or professionally meaningful activities. Its primary goal is to facilitate productive collaboration and decision-making within a formal context. Business communication involves not only the transfer of information but also the coordination of actions, mutual influence, and the application of ethical and psychological principles to ensure effective, goal-oriented interactions that benefit both the organization and the participants.

In business communication, it is easier to establish contact between people if they "speak the same language" and aim for productive collaboration. The foundations of the culture of their communication are ethical norms and ritual rules of business relations, as well as knowledge and skills related to the exchange of information, the use of methods and means of mutual influence, and mutual understanding. The moral aspect of business communication is of great importance. In professional activity, people strive to achieve not only common goals but also personally significant ones. But how exactly? Through their own knowledge and skills, or by exploiting others? Selfishness in relationships between people can disrupt them. The ethics of business communication are based on such rules and norms of behavior between partners that promote cooperation. This primarily involves strengthening trust, consistently informing partners about one's intentions and actions, and preventing deceit and failure to fulfill commitments. Some foreign corporations and companies have developed codes of honor for their employees. It has been proven that business with a moral foundation is more profitable and progressive than one that is immoral [12].

Professional communication is shaped within the context of specific activities and therefore, to some extent, absorbs its characteristics and becomes an important part and tool of that activity. In professional communication culture, one can distinguish general norms of communication, which are determined by the nature of the social system and are based on the achievements of the past and the present. At the same time, this culture has an individual character and is manifested in the ways of communication that the individual chooses in specific business and speech situations with regard to specific people.

So we come to the conclusion that business communication plays a pivotal role in establishing effective professional relationships, as it builds upon common understanding, shared objectives, and ethical principles. The ease of establishing contact between individuals who "speak the same language" and pursue productive collaboration highlights the importance of aligning personal and professional goals. A culture of business communication, rooted in ethical norms and mutual respect, is critical for fostering trust, transparency, and long-term cooperation. The moral dimension of business communication cannot be overlooked, as it directly influences the quality of relationships and the overall success of an organization. Selfishness and exploitation disrupt communication and collaboration, undermining the trust essential for achieving shared goals. On the other hand, ethical communication, which includes honesty, fulfilling commitments, and transparency in intentions, creates a foundation for sustainable business practices. As evidenced by the use of codes of honor in some companies, businesses grounded in morality are not only more progressive but also more profitable. Moreover, professional communication adapts to the specific context of the activity it supports, which implies that communication practices evolve in response to the nature of the tasks at hand and the social norms that govern them. This adaptability is crucial, as it allows for the personalization of communication strategies, ensuring that interactions are tailored to the individuals and circumstances involved. Ultimately, the success of professional communication depends on the balance between adherence to general norms and the flexibility to adjust to specific situations. This balance is essential for maintaining productive and harmonious business relationships.

I. Yuryeva and G. Garyaeva believe that the psychological aspects of the customer service process are of considerable importance in the operation of hotel and restaurant businesses. In this regard, managers and employees of a company should focus on the following aspects of their work:

- Cultivating constructive individual psychological qualities in employees who interact with customers;
- Steering the overall service environment in a positive psychological direction;
- Creating conditions that encourage the manifestation of positive psychological traits in customers [15].

Research shows that since the beginning of the war, hotel and restaurant businesses in many cities across Ukraine have been serving as centers for accommodating refugees, preparing hot meals, and organizing food supplies during the evacuation of Ukrainian defenders and volunteers from combat zones. Hotels are also providing storage spaces for humanitarian aid and other initiatives aimed at supporting affected civilians. Recently, Ukrainian hotels

launched the "Visit Ukraine in the Future" campaign, aimed at supporting Ukraine's hospitality industry, which has been playing a crucial role in backing the war efforts and has been facing significant financial challenges since the onset of the war [2].

Under martial law, new trends in the restaurant business have emerged:

- Sustained demand for home-cooked meals, fast food, semi-prepared products, and quick dining in public catering establishments;
- The influence of wartime rules, such as curfews and the need to comply with air raid alarm regulations;
- The necessity to establish fast food delivery logistics;
- The impact of the restaurant's location, such as proximity to combat zones or areas where internally displaced persons are settled.

Currently, people visit restaurants much less frequently due to several factors:

- Psychological tension;
- Financial instability;
- Demographic uncertainty.

Delivery services have proven irrelevant due to high commissions and fuel shortages, significantly reducing income from deliveries as well.

In these challenging times, flexibility and adaptability are crucial. The war requires decisive actions and decisions. Therefore, restaurateurs:

- Reevaluate their concepts;
- Try to attract a new audience;
- Optimize their menus;
- Review dish ingredients;
- Remove expensive items or those that require special products.

Every day, restaurant owners make numerous decisions that go unnoticed by visitors. Behind the scenes, hundreds of decisions and efforts are made, while guests only see the final result.

However, despite the high costs of fuel and products, constant threats of shelling, power and water outages, restaurants continue to contribute to the country's economy, pay taxes, provide jobs, and engage in volunteer activities. The business is going through tough times, but it is crucial not to stop and to do everything within its power to achieve victory [4].

Currently, the hotel and restaurant sector in Ukraine is in a difficult situation, as military actions are becoming increasingly destructive, with Russian forces using "scorched earth" tactics and frequently launching missile strikes. Given the numerous negative external factors, it is worth noting that this industry is demonstrating a sufficient level of resilience to keep many businesses operating in the market. In this context, the further development of the hotel and restaurant industry is under threat. Although a certain level of adaptation in the sector has facilitated the creation of new chain establishments and small tourism-oriented enterprises, no new independent hotel and restaurant complexes are being opened. Additionally, the realities

of the war are pushing representatives of this business to change the nature of services and overall business operations, with new volunteer services and an increased focus on the social value of hotel and restaurant enterprises being actively introduced [11].

A large number of representatives of the hotel and restaurant business are currently working on implementing new ways to adapt to the current economic conditions and the consequences of the war.

Thus, communication aspects also play a significant role in adapting to the new demands of martial law in Ukraine.

Thus, we move on to the key factors influencing effective communication in this sector.

The key factors influencing effective communication in the hotel and restaurant sector include the following (Table 1).

Table 1

**The key factors influencing effective communication in the hotel and restaurant sector include the following**

№ p/o	The fact	Contents and features
1	Cultural awareness and sensitivity	Understanding the diverse cultural backgrounds of both customers and employees is crucial for providing tailored services and ensuring respectful communication. This is especially important in a context where businesses serve displaced persons or foreign guests
2	Clear and transparent messaging	Given the uncertainty of wartime conditions, businesses must communicate clearly and openly with customers, employees, and partners. Providing timely updates on operational changes, safety measures, or available services is essential for maintaining trust
3	Adaptability to crisis communication	Effective communication during crises, such as air raids, curfews, or power outages, is critical. Businesses must have contingency plans in place and the ability to quickly inform customers and staff about any disruptions or safety protocols
4	Emotional intelligence and empathy	In a high-stress environment, emotional sensitivity plays a vital role in customer service. Staff should be trained to handle difficult conversations and respond empathetically to the needs and concerns of customers, many of whom may be under significant emotional strain due to the war
5	Utilization of digital communication tools	Leveraging technology, such as social media, messaging apps, and email, allows businesses to maintain regular communication with customers and employees, especially in situations where face-to-face interactions may be limited or disrupted
6	Consistency in service quality	Ensuring that communication aligns with the quality of service delivery is crucial. Any disconnect between what is communicated and what customers experience can lead to dissatisfaction and harm the business's reputation
7	Internal communication within the team	Effective internal communication among staff and management is essential for coordinating efforts, especially when adapting to new working conditions, service adjustments, or emergency protocols

Source: author's development.

These factors are integral to maintaining effective communication in the hotel and restaurant sector, particularly in the challenging environment created by war.

The impact of the current socio-economic and crisis conditions on business relations in the hotel and restaurant sector is profound and multifaceted. Key effects include:

1. Disruption of supply chains. The war has significantly disrupted the availability and cost of goods, including food and essential supplies. This impacts both service delivery and pricing, straining relationships with suppliers, who are also affected by logistical challenges and increased costs.

2. Financial instability. Many businesses are facing reduced revenues due to decreased customer demand and increased operational costs. This financial strain affects business relationships with creditors, suppliers, and even employees, as businesses may struggle to meet payment obligations or maintain competitive wages.

3. Shift in customer behavior. The socio-economic crisis has led to changes in consumer preferences, with customers seeking more affordable and essential services rather than luxury or non-essential offerings. This shift requires businesses to adapt their strategies, influencing how they communicate and engage with their clientele.

4. Increased reliance on digital communication. In response to the challenges of physical interactions due to curfews, safety concerns, or displacement, businesses have increasingly turned to digital platforms for maintaining relationships with customers, partners, and employees. This shift has reshaped how businesses interact, emphasizing the need for effective online communication and service delivery.

5. Volatility in labor relations. Due to staff shortages, displacement, or safety concerns, businesses have had to adapt to a more fluid workforce. Employee retention and morale are challenged, requiring businesses to focus on transparent and empathetic

internal communication to maintain strong relationships with their teams.

6. Adaptation to crisis-driven changes. The ongoing conflict forces businesses to constantly adjust their operations, often on short notice, to accommodate crisis conditions such as air raid alarms, power outages, and evacuations. This constant adaptation requires businesses to maintain open lines of communication with all stakeholders to ensure coordination and flexibility.

7. Emergence of new collaborative models. Crisis conditions have fostered increased collaboration between businesses, governments, and NGOs, particularly in efforts to provide humanitarian aid or services for displaced populations. These new forms of collaboration influence traditional business relations, focusing more on shared goals and community support (Fig. 1).



**Fig. 1. The impact of the current socio-economic and crisis conditions on business relations in the hotel and restaurant sector in Ukraine**

*Source: author's development*

Overall, the current socio-economic and crisis conditions are reshaping business relations in the hotel and restaurant sector, demanding flexibility, clear communication, and a focus on maintaining trust and collaboration amidst uncertainty.

Recommendations for Improving Communication Strategies to Enhance Service Quality, Customer Satisfaction, and Business Stability During Periods of Uncertainty and Conflict in Wartime Ukraine:

1. Prioritize Transparency and Honesty. Clear and transparent communication with both customers and employees is crucial during periods of uncertainty. Businesses should regularly update stakeholders on operational changes, such as altered working hours due to curfews or safety measures in place for air raids. Being upfront about potential delays, shortages, or adjustments builds trust and helps manage expectations.

2. Implement Crisis Communication Plans. Establish a crisis communication plan that outlines how to quickly inform employees, customers, and partners during emergencies such as air raid alarms, missile strikes, or supply chain disruptions. Ensure communication channels are accessible and reliable,

such as using SMS alerts, social media, or mobile apps to send real-time updates.

3. Strengthen Digital Communication Channels. With limited physical interaction, it is essential to enhance digital communication strategies. This includes regularly updating websites, apps, and social media profiles with current information, and utilizing customer relationship management (CRM) systems to maintain personalized communication with clients. Offering online ordering, reservations, and customer support options can improve convenience for customers and maintain engagement.

4. Focus on Empathy and Emotional Intelligence. Training staff in emotional intelligence is critical, especially when dealing with customers affected by the war. Staff should be able to respond with empathy, demonstrating understanding and compassion. Creating an environment where customers feel heard and supported will improve customer satisfaction, even in difficult circumstances.

5. Adapt Service Offerings Based on Customer Needs. As customer preferences shift due to economic and psychological pressures, businesses should adapt

their services to meet these changing needs. Offering simplified menus, affordable meal options, or takeout and delivery services can appeal to customers who may be experiencing financial difficulties. Communicating these adaptations clearly through marketing materials and direct messaging can help retain customers.

6. Use Multi-Channel Communication. Engage with customers through a variety of communication channels to ensure wide reach. This includes social media, email newsletters, instant messaging apps (like Telegram, Viber, or WhatsApp), and phone calls. Offering multiple touchpoints for customers to interact with your business increases the likelihood of staying connected, even during disruptions.

7. Engage in Community-Oriented Communication. Demonstrating social responsibility can enhance customer loyalty during times of crisis. Highlight your business’s volunteer activities, humanitarian efforts, or contributions to the community. Showcasing these efforts through social media, email campaigns, or public relations will strengthen the business’s reputation and foster a sense of solidarity with customers and the local community.

8. Enhance Internal Communication and Team Coordination. Ensure that internal communication within the business is efficient and organized. Staff should be kept informed about operational changes, safety protocols, and customer service updates through regular briefings or internal communication platforms. Clear communication within the team ensures that all employees are on the same page, improving service delivery and morale.

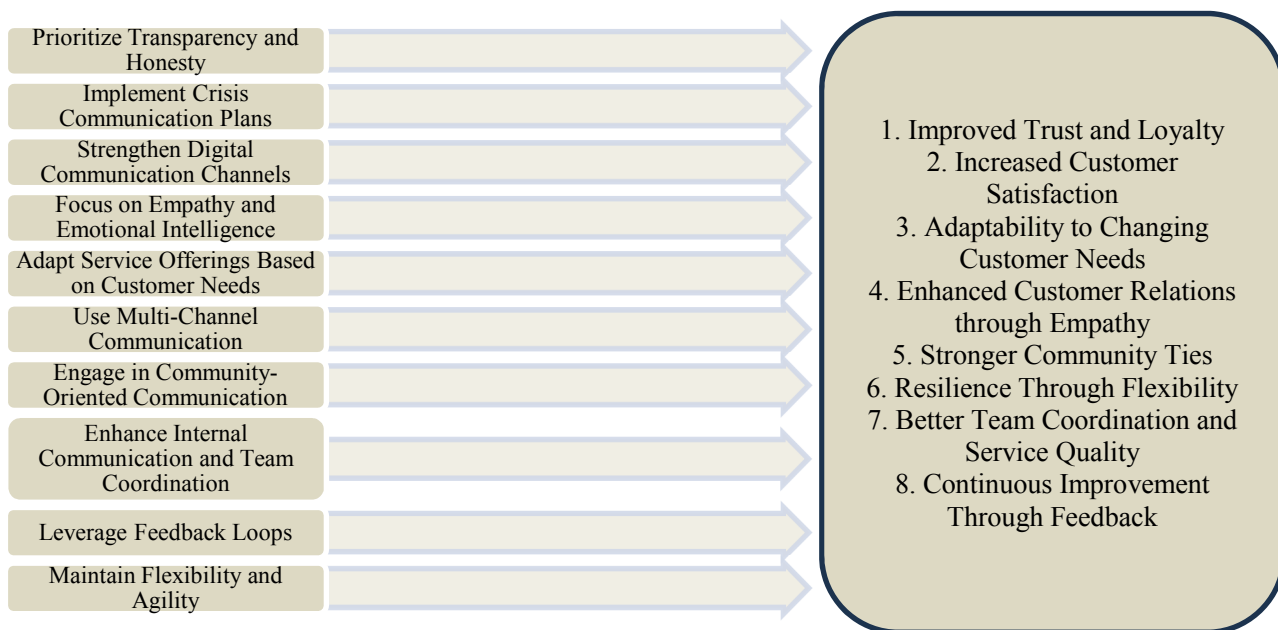
9. Leverage Feedback Loops. Create mechanisms for receiving and responding to feedback from both customers and employees. This could include online surveys, suggestion boxes, or follow-up messages after service interactions. Use this feedback to improve communication and service offerings continuously. Responding to customer feedback shows that their concerns are valued and helps address potential issues promptly.

10. Maintain Flexibility and Agility. The situation during wartime is fluid and unpredictable, requiring businesses to remain flexible in their communication strategies. Prepare to adjust messaging and services as conditions change. Flexibility could involve offering remote work options for staff, adjusting pricing structures, or quickly changing service delivery methods (e.g., from dine-in to takeout only) to respond to new circumstances.

By implementing these recommendations, businesses in the hotel and restaurant sector can not only improve communication strategies but also enhance service quality, maintain customer satisfaction, and foster business stability during the challenging period of war in Ukraine.

Recommendations for Improving Communication Strategies to Enhance Service Quality, Customer Satisfaction, and Business Stability During Periods of Uncertainty and Conflict in Wartime Ukraine can be presented in Fig. 2.

Implementing the outlined recommendations can significantly enhance business communication in the hotel and restaurant industry, especially in the challenging context of wartime Ukraine. Here's what can be achieved from these strategies:



**Fig. 2. Recommendations for Improving Communication Strategies in the hotel and restaurant business**

Source: author's development.

1. Improved Trust and Loyalty. Prioritizing transparency and honesty will foster trust between the business and its customers. When customers are informed about changes in services, potential delays, or disruptions, they are more likely to be patient and loyal, knowing that the business is doing its best under difficult circumstances.

2. Increased Customer Satisfaction. Crisis communication plans and strong digital communication channels will ensure that customers are always up-to-date on important information. Providing real-time updates through multiple channels will reduce confusion and help manage expectations, leading to a smoother customer experience.

3. Adaptability to Changing Customer Needs. By adapting service offerings based on the changing needs of customers - such as offering affordable options or modifying the menu—businesses can continue to meet demand even when customer preferences shift due to economic or psychological pressures. This adaptability will keep customers engaged and satisfied.

4. Enhanced Customer Relations through Empathy. Emotional intelligence training for staff will help them manage interactions with empathy and sensitivity, which is especially important during wartime when customers may be experiencing heightened stress or trauma. This can lead to stronger customer relationships and improved satisfaction.

5. Stronger Community Ties. Engaging in community-oriented communication, such as highlighting humanitarian efforts, will build a positive reputation and create a sense of solidarity between the business and its customers. This strengthens the connection with the local community, which can enhance customer loyalty.

6. Resilience Through Flexibility. Maintaining flexibility and agility allows businesses to quickly adapt to changing conditions, such as shifting from dine-in to takeout, or adjusting pricing strategies. This agility can help businesses remain operational and relevant, ensuring business continuity even during periods of uncertainty.

7. Better Team Coordination and Service Quality. Enhancing internal communication will improve staff coordination and ensure consistent service quality. When employees are well-informed and aligned with business goals, they can better meet customer needs and deliver a seamless experience, which contributes to overall business stability.

8. Continuous Improvement Through Feedback. Creating feedback loops will help businesses refine their services and communication strategies. By actively listening to customer concerns and acting on their feedback, businesses can make necessary improvements, leading to higher satisfaction and customer retention.

Overall, these recommendations aim to improve customer satisfaction, service quality, and business resilience, which are crucial for maintaining stability in the hotel and restaurant industry during periods of conflict.

**Conclusions from the research and prospects for further research in this direction.** The study has demonstrated that business communication plays a pivotal role in the survival, stability, and development of the hotel and restaurant industry, especially during the challenging conditions of war in Ukraine. Effective communication strategies, centered around transparency, empathy, adaptability, and the utilization of digital tools, are crucial for maintaining service quality, customer satisfaction, and business continuity. Businesses that focus on clear, honest, and responsive communication can better manage the uncertainties of the current socio-economic environment, fostering trust with customers, employees, and partners.

The research also highlights the importance of cultural sensitivity, crisis communication preparedness, and community-oriented initiatives in strengthening the resilience of the sector. By addressing both internal (staff coordination) and external (customer and partner engagement) communication, businesses can maintain operational stability while contributing positively to the local economy and society during wartime.

Prospects for Further Research should focus on: - adapting communication strategies for post-war recovery: as Ukraine transitions into a post-war economy, further research should explore how communication strategies can evolve to support recovery, rebuild customer trust, and promote tourism and hospitality in the country; - digital transformation in business communication: the ongoing digitalization of the hotel and restaurant industry requires in-depth analysis of the effectiveness of different digital communication platforms, tools, and systems that can help businesses adapt to future challenges and opportunities; - psychological aspects of communication in crisis: additional studies should investigate how psychological support and emotional intelligence in business communication can further enhance customer satisfaction and employee well-being during and after crises; - exploring new collaborative models: further research should examine the potential for collaborative efforts between businesses, NGOs, and governmental bodies to strengthen communication networks and provide unified responses during crises.

In conclusion, effective business communication is not only crucial for the immediate survival of the hotel and restaurant industry in Ukraine during wartime but will also play a critical role in shaping its recovery and future growth. Addressing these aspects through ongoing research will provide valuable insights for navigating the post-war landscape and enhancing the sector's resilience.

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### **Зайченко В., Бугасва М. Особливості ділового спілкування у готельно-ресторанній діяльності**

У статті був здійснений аналіз та визначення специфічних особливостей ділової комунікації в готельно-ресторанній індустрії, з особливим акцентом на виклики та динаміку, що спостерігаються в Україні в умовах воєнного стану. Дослідження спрямоване на вивчення ключових факторів, які впливають на ефективну комунікацію в цій галузі, визначення впливу поточних соціально-економічних та кризових умов на ділові відносини, а також надання рекомендацій щодо покращення комунікаційних стратегій з метою підвищення якості обслуговування, задоволеності клієнтів та стабільності бізнесу в умовах невизначеності та конфлікту.

На основі аналізу наукової літератури, запропоновано визначити ділову комунікацію як зрозумілий як структурований обмін інформацією та взаємодію між індивідами або групами, які є значущими один для одного та залучені до соціально або професійно важливої діяльності. Її основною метою є сприяння продуктивній співпраці та ухваленню рішень у формальному контексті. Ділова комунікація включає не лише передачу інформації, але й координацію дій, взаємний вплив та застосування етичних і психологічних принципів для забезпечення ефективних, цілеспрямованих взаємодій, які приносять користь як організації, так і учасникам. Таким чином, обґрунтовано, що ділова комунікація відіграє ключову роль у встановленні ефективних професійних відносин, оскільки вона базується на спільному розумінні, спільних цілях та етичних принципах.

Було визначено і обґрунтовано, що вплив поточних соціально-економічних та кризових умов на ділові відносини в готельно-ресторанному секторі є глибоким і багатограним. Основні наслідки включають: порушення ланцюгів постачання; фінансова нестабільність; зміна поведінки споживачів; зростання залежності від цифрової комунікації; нестабільність трудових відносин; адаптація до змін, викликаних кризою; поява нових моделей співпраці.

Автор розробив рекомендації щодо покращення комунікаційних стратегій для підвищення якості обслуговування, задоволеності клієнтів та стабільності бізнесу в умовах невизначеності та конфлікту в умовах воєнного часу в Україні. Рекомендації включають: пріоритет надається прозорості та чесності; впровадження планів кризової комунікації; посилення цифрових комунікаційних каналів; акцент на емпатії та емоційному інтелекті; адаптація сервісних пропозицій до потреб клієнтів; використання багатоканальної комунікації; орієнтація на комунікацію, орієнтовану на громаду; посилення внутрішньої комунікації та координації команди; використання зворотного зв'язку; підтримка гнучкості та адаптивності. Застосування цих рекомендацій може значно покращити ділову комунікацію в готельно-ресторанній індустрії, особливо в складних умовах воєнного часу в Україні. Впровадження цих стратегій сприятиме підвищенню довіри, лояльності клієнтів, адаптивності до змін потреб споживачів, зміцненню зв'язків із громадою, посиленню гнучкості, покращенню координації в команді та забезпеченню стабільності бізнесу в умовах конфлікту.

*Ключові слова:* ділова комунікація, готельно-ресторанна індустрія, воєнний стан, задоволеність клієнтів, якість обслуговування, кризова комунікація, цифрова комунікація, емоційний інтелект, стабільність бізнесу, соціально-економічні умови.

**Zaichenko V., Buhaieva M. Features of Business Communication in the Hotel and Restaurant Business**

The article focuses on analyzing the specific features of business communication in the hotel and restaurant industry, particularly within the context of Ukraine during martial law. It identifies the key factors that influence effective communication in this sector, such as cultural awareness, clear messaging, emotional intelligence, and the utilization of digital communication tools. The article further explores how the current socio-economic and crisis conditions, including supply chain disruptions, financial instability, and shifts in customer behavior, impact business relations in the hotel and restaurant sector.

In response to these challenges, the study provides a set of recommendations for improving communication strategies. These include prioritizing transparency, implementing crisis communication plans, strengthening digital communication channels, focusing on empathy, and adapting service offerings based on customer needs. The recommendations are aimed at enhancing service quality, customer satisfaction, and business stability during periods of uncertainty and conflict.

The article concludes that implementing these strategies can significantly improve trust, customer satisfaction, and adaptability in the hotel and restaurant industry. Additionally, fostering stronger community ties, improving team coordination, and maintaining flexibility in operations are crucial for business resilience in times of conflict. Ultimately, the proposed communication strategies are essential for the long-term success and stability of businesses in the sector during wartime.

*Keywords:* business communication, hotel and restaurant industry, martial law, customer satisfaction, service quality, crisis communication, digital communication, emotional intelligence, business stability, socio-economic conditions.

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