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## **FEATURES OF THE FORMATION OF THE SYSTEM OF STRATEGIC MANAGEMENT OF ENTERPRISES IN THE HOSPITALITY INDUSTRY IN MODERN CONDITIONS**

### *Summary*

Strategic management in the hotel and restaurant business faces unique challenges during martial law. Exceptional circumstances characterized by instability and security problems require a strategic approach that would take into account the peculiarities of the current situation. Primary among these considerations is the need to assess the risks and threats associated with martial law, leading to the formulation of strategies that prioritize security and resource conservation. Given the constraints imposed by emergency circumstances, the development of contingency plans and future scenarios is crucial.

The aim of the study is to analyze the effective system of strategic management of hospitality industry enterprises in the context of modern challenges and dynamic changes in the global economic environment. To solve the tasks set in the work, various research methods were used, including analysis and synthesis, comprehensive analysis, comparative economic analysis, and the method of description.

The practical significance of the results obtained is the formulation of practical recommendations that can be applied to the HoReCa enterprise. These proposals are designed to strengthen the strategic management systems of institutions, which will ultimately contribute to the improvement and increase the efficiency of their activities in the future. The study identifies key challenges and opportunities affecting the hospitality industry in Ukraine under martial law and post-COVID reality. New trends in the management system of accommodation facilities have been characterized, including changes in approaches to strategic management. The impact of socio-economic transformations on demand and supply in the hotel business has been analyzed, with particular attention focused on the western regions of Ukraine adapting to domestic tourism. The main strategic approaches and management models that can contribute to the effective development of hospitality enterprises under new conditions have been grouped, and recommendations for the implementation of management strategies to ensure their stability and growth have been developed.

*Keywords:* management, strategy, improvement, service, martial law, post-war reconstruction, planning.

*Number of sources – 16, number of drawings – 2.*

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