

UDC 330: 658

JEL Classification: L83, M21, D24, C44

DOI: [https://doi.org/10.32515/2663-1636.2026.15\(48\).310-321](https://doi.org/10.32515/2663-1636.2026.15(48).310-321)**Lyudmyla Zapirchenko**, Associate Professor, PhD in Economics (Candidate of Economic Sciences)**Maria Buhaieva**, Professor, PhD in Economics (Candidate of Economic Sciences)*Central Ukrainian National Technical University, Kropyvnytskyi, Ukraine*

Analytical tools for assessing the efficiency of hotel and restaurant complexes

The study explores modern analytical methods used to evaluate the performance of hotel and restaurant complexes, which represent a vital component of Ukraine's national economy. The importance of this research is emphasized by the current conditions of martial law and the anticipated post-war recovery, where the hospitality sector is expected to contribute significantly to regional revitalization, job creation, and income growth. The paper also clarifies the conceptual meaning of "efficiency" and highlights its distinctive features within the service industry. In contrast to material production sectors, the effectiveness of hospitality enterprises depends not only on financial results but also on qualitative aspects such as service excellence, customer satisfaction, and the rational use of available resources. It is argued that efficiency in the hotel and restaurant sector has a complex, multidimensional nature. It combines economic outcomes with organizational performance and social impact. Among these dimensions, economic efficiency plays a decisive role, as it determines the financial viability of enterprises and serves as a foundation for their sustainable development.

Modern approaches to diagnosing and evaluating the efficiency of hospitality enterprises are analyzed. The feasibility of using a system of interrelated indicators is substantiated, as no single indicator can provide a comprehensive assessment of performance. The study systematizes key financial and economic indicators (revenue, costs, profit, profitability, cash flows), as well as industry-specific metrics such as ADR, RevPAR, GOPPAR, occupancy rate, average check, and others. Particular attention is paid to the analysis of factors influencing the efficiency of hotel and restaurant complexes. The key factors include service quality, personnel management efficiency, implementation of innovative technologies, security systems, and marketing activities. It is proved that their integrated application contributes to increased competitiveness, profitability growth, and the formation of sustainable market positions. The paper generalizes an algorithm for diagnosing the efficiency of hotel and restaurant enterprises, which includes defining the objects of analysis, data collection and processing, performance evaluation, development of improvement strategies, and their subsequent monitoring. It is established that efficiency largely depends on the quality of information support and the correct selection of analytical tools.

Methodological approaches to assessing the profitability of hospitality enterprises are considered, including both traditional indicators and international standards (ROA, ROTA, ROFA, EBITDA-based indicators). The limitations of the domestic statistical framework are identified, which complicate the application of international methodologies and comparative analysis with foreign enterprises. It is concluded that improving the efficiency of hotel and restaurant complexes requires a systematic approach involving the integration of modern technologies, human capital development, improvement of management processes, and intensification of marketing activities. It is established that in the context of Ukraine's post-war recovery, hospitality enterprises have significant development potential and can play an important role in the country's socio-economic stabilization.

hotel and restaurant complex, management of hotel and restaurant business development, diagnostics, evaluation, efficiency, profitability, influencing factors, advantages.

Statement of the problem. Although Ukraine continues to experience a deep economic crisis caused by external aggression, which has significantly constrained business activity, the issue of strategic development for hotel and restaurant enterprises remains highly relevant. Even under such adverse conditions, management decisions should not be limited to short-term survival but must also account for long-term growth opportunities. In the context of post-war recovery, the demand for hospitality services is expected to increase due to the need for physical and psychological rehabilitation of the population after prolonged stress. At the same time, the hospitality industry traditionally demonstrates high growth potential and can act as a powerful driver of regional economic development. It contributes to income

generation, stimulates cooperation with local producers and suppliers, and creates new employment opportunities. Under current economic conditions, business leaders are actively searching for effective approaches to improve profitability, strengthen market positions, and enhance overall performance. In this regard, defining promising directions for development is impossible without a comprehensive assessment of the current state of enterprises. Such an assessment is carried out through systematic diagnostics and evaluation of business performance, particularly within hotel and restaurant complexes, which makes it possible to identify existing problems and substantiate managerial decisions.

Analysis of recent researches and publications. In the academic literature, the issues of monitoring, diagnostics, and evaluation of hospitality enterprises' performance based on selected indicators in regional markets are explored by O.A. Nikolaychuk, N.S. Pryimak, O.A. Simakova, and others [1]. Methodological aspects of analyzing influencing factors are studied by D.V. Dovhal, N.I. Danko [3], O.O. Komlichenko [5], V.V. Pitak, L.P. Kovalenko [9], and I.I. Sichka [11]. In the context of analytical research on the factors affecting the hospitality sector, relevant findings are presented in the works of S.M. Markhonos and N.P. Turlo [8]. V. Yarovy and V. Yurchenko devoted their publication to developing measures aimed at enhancing the socio-economic efficiency of tourism enterprises [17]. However, despite the existing research, the issue of forming an integrated analytical approach to assessing the efficiency of hotel and restaurant complexes remains insufficiently developed. Most studies focus on individual indicators or factors, while comprehensive diagnostics requires combining financial, operational, marketing, resource, and service-quality parameters to support effective managerial decision-making.

Statement of the objective. The purpose of the article is to explore the essence and specific features of the efficiency of hotel and restaurant enterprises as integral elements of the hospitality industry, to examine and summarize existing methodological approaches to determining indicators and metrics for assessing the efficiency of hotel and restaurant complexes, and to identify key directions for enhancing their efficiency under current economic conditions.

The main material. Every hotel and restaurant business operates as a system composed of interrelated elements that work together to achieve a common goal. Today, the hotel and restaurant industry represents a complex infrastructure and an independent branch of the economy, which nevertheless depends, to a certain extent, on the development level of the tourism services market. Studying the potential for the development of the hotel and restaurant services market makes it possible to identify and implement the most promising, competitive, and strategically significant directions for the further advancement of this industry, aimed at attracting a larger number of visitors and improving the overall performance of the national economy.

Over the centuries, the hotel and restaurant business has undergone significant evolutionary changes in terms of ownership structures, management models, and the nature of the hospitality "product." It has evolved from family-owned establishments to participation in international chains, and from offering a single service - such as overnight accommodation or a simple meal for travelers - to providing comprehensive hotel and restaurant packages. In Ukraine, substantial investments are being directed into the hospitality industry to modernize its material and technical base, support new construction projects, and implement advanced technologies and innovative service formats.

Today, there exists a wide range of indicators, criteria, and metrics for diagnosing and assessing the efficiency of hotel and restaurant enterprises. Therefore, evaluating the performance of a hotel or restaurant company - while considering the numerous factors that influence its effectiveness - is a complex task. The challenge of applying efficiency indicators lies in the fact that none of them is universal or capable of providing a definitive conclusion

regarding the success or failure of the hospitality industry. Consequently, in practice, a system of interrelated indicators is used to evaluate various aspects of business operations comprehensively.

In its essence, efficiency is an integrated economic category that reflects the production relationships concerning the saving of total expenditures of both materialized and living labor aimed at achieving a final positive outcome. Efficiency makes it possible to conduct a quantitative and qualitative assessment of an enterprise's performance results. A clear definition of the term "efficiency" is provided by the international standard ISO 9000:2015-11 "Quality Management Systems – Fundamentals and Vocabulary" [19], which states that "efficiency is the relationship between the achieved result and the resources used." However, this definition is more applicable to the sphere of material production and therefore requires adaptation when applied to the service sector.

The concept of service enterprise efficiency refers to the degree to which established goals and objectives are achieved through the proper utilization of available resources to provide customer service while taking into account clients' needs and expectations. It reflects the maximization of outcomes (profitability from resource utilization) set as a target within a specific period - that is, achieving the highest possible result with the least expenditure of material, financial, or managerial resources.

When diagnosing and evaluating the performance results of hotel and restaurant enterprises, three main types of efficiency are typically distinguished: economic, organizational, and social efficiency.

Economic efficiency consists of the following aspects:

- the degree of utilization of material, financial, labor, and informational resources;
- the provision of services of corresponding value at minimal (or optimal) costs;
- the achievement of maximum service volumes with the use of resources of corresponding value;
- the extent of expenditures required to achieve established goals.

Organizational efficiency includes:

- the quality of the enterprise's organizational structure;
- the quality of its management system;
- the outcomes of organizational changes;
- the process of managerial decision-making.

Social efficiency includes:

- the alignment between the enterprise's social expenditures and outcomes with the goals and social interests of society;
- the formation of corporate spirit and a positive psychological climate within the team;
- the employees' sense of involvement in the organization's goals;
- confidence in social protection and security;
- the impact of economic measures on shaping individuals' lifestyles.

Among the various dimensions of efficiency, economic efficiency occupies a central position, as it reflects the overall financial performance of an enterprise and characterizes the results achieved in the course of its business activities. In essence, it indicates the enterprise's ability not only to fully cover all operating costs but also to generate a net profit. This profit becomes a crucial internal source of funding, enabling reinvestment, expansion, and long-term business development.

A relative indicator that characterizes the efficiency of hotel and restaurant operations is profitability. Therefore, the main indicators of efficiency for hotel and restaurant enterprises

are financial and economic indicators, which constantly remain in the focus of owners, managers, and employees. Private entrepreneurs engaged in the hotel business are dominant and pursue various objectives, including profit maximization.

For a comprehensive and in-depth study of the efficiency of hotel and restaurant enterprises, the following methodological approaches to diagnostics and evaluation are applied - in particular, comparative analysis between the goals initially set by the enterprise and the goals actually achieved during the course of its operations.

When diagnosing the efficiency of hotel complexes, it is important to consider that service-providing enterprises possess a number of specific characteristics:

- a significant number of hotels assign themselves star ratings without undergoing the required certification procedure, which complicates the systematization of information databases on the hotel industry and creates problems in maintaining proper standards in “self-certified” hotels;
- the coexistence of national and international hotel certification systems leads to an imbalance in the range of additional services, service quality levels, and the condition of the material and technical base among hotels of the same category;
- a low percentage of hotels are members of international hotel chains;
- unreasonably high prices for hotel services are caused by low competition within this market niche and insufficient service quality;
- most hotels in Ukraine belong to businesspeople for whom hospitality is a non-core business, and who therefore lack experience in the effective management of hotel complexes;
- Ukrainian hotels make insufficient use of online sales channels, particularly global distribution systems (GDS) and other online booking platforms;
- the customer is typically present in the production process, which implies a closer level of contact or interaction between the service provider and the consumer;
- a hotel enterprise serves as a “home away from home,” operating 24 hours a day, 365 days a year;
- the location of a hotel enterprise is primarily determined by the geographic proximity to potential customers;
- hospitality services are generally comprehensive in nature and include accommodation, dining, transportation, and excursion services;
- there exists an organic connection with other sectors of the tourism industry;
- the activity of hospitality enterprises has a socially oriented character that is only partially regulated by the market;
- many hotel and tourism establishments operate with a pronounced seasonal pattern.

The performance of hotel and restaurant complexes is shaped by a set of key factors that determine the overall effectiveness of their operations. Among the most significant are the quality of service provided, the efficiency of personnel management and utilization, the level of safety within the establishment, the implementation of modern technologies and innovations, as well as the effectiveness of marketing activities. Together, these elements not only ensure the satisfaction of customer needs but also strengthen the competitive position of enterprises in the market.

In this context, it is important to identify practical measures that can enhance the operational performance of hotel and restaurant businesses. The main directions for such improvements are summarized in Table 1.

The main steps in diagnosing and evaluating the performance of hotel and restaurant enterprises are as follows:

- identification of diagnostic and evaluation objects (selection of specific indicators and processes that require improvement);
- data collection on the operation of the hospitality enterprise (including internal and external data);
- data analysis and evaluation (comparison of the obtained indicators with those of competitors);
- development of improvement strategies (formulating strategies and measures aimed at enhancing operational efficiency, such as changes in customer service, personnel utilization, optimization of technologies and pricing policies, and improvement of marketing campaigns);
- implementation and monitoring of the developed strategies [19].

Table 1 - Factors and Criteria Influencing the Efficiency of Operations in the Hotel and Restaurant Industry

Means of Service Improvement	Criteria	Directions of Influence
1	2	3
Service Quality	Condition and structure of the room stock (room size and cleanliness; share of single rooms, multi-room suites, and apartment-type rooms; availability of communal facilities); compliance of the material and technical base of the hotel/restaurant enterprise with modern standards (condition of furniture, equipment, sanitary and hygienic items, etc.); availability, condition, and operating hours of catering establishments (restaurants, cafés, bars, etc.); development of the infrastructure of the hotel/restaurant complex (condition of the building, access roads, and landscaping of the surrounding territory; technical and information equipment; provision of opportunities for delivering a range of additional services).	Determines the level of consumer attractiveness of service components in accordance with expected standards. An effective tool for increasing sales volume by enhancing customer satisfaction, increasing the number of repeat visits, and improving the establishment's rating on well-known platforms. An effective means of increasing profit and improving operational efficiency.
Personnel Management	Courses, seminars, training sessions, and other forms of professional training.	Improving staff qualifications and ensuring professional development contributes to maintaining a high quality of service, as well as improving communication between employees and management.
Innovative Technologies	The latest technologies for offering modern and additional services, identifying and effectively utilizing new reserves to increase the efficiency of the hotel and restaurant industry, and improving the quality of services provided.	Mobile applications and reservation management systems enable effective management of bookings and the availability of hotel rooms or seating capacity in restaurant establishments (PMS). Mobile applications provide guests with a convenient way to make reservations, order services, and obtain information about the establishment. A zero-waste production system promotes rational and resource-efficient use of food and non-food resources in the restaurant business in order to increase its profitability.
Security System	Programs for protecting economic and personal data, material and financial assets, hotel/restaurant employees, intellectual property, and the company's commercial secrets.	Economic security ensures stability in the functioning of restaurant and hotel establishments, profitability of their operations, and the personal protection of staff.

Table 1 (continued)

1	2	3
Marketing Measures	Advertising methods, e-commerce, company positioning on the Internet, the condition of web resources, and multimedia technologies.	Development of loyalty programs for regular customers - bonuses, discounts, or special offers. Development of information and communication technologies - attracting new customers and creating services.

Source: compiled and summarized based on [13, 16]

When diagnosing a system, it is important to consider that not all available information should be used - only the data relevant to the specific area of hotel or restaurant system analysis. Financial statement analysis and performance indicators make it possible to assess the financial condition and profitability of hotel and restaurant complexes.

Key financial indicators such as revenue, expenses, profit margin, return on investment (ROI), and cash flow are used to evaluate financial efficiency.

Establishing and monitoring performance and key performance indicators (KPIs) specific to the hotel and restaurant industry enables obtaining quantitative measures of efficiency. Among these indicators are: Average Daily Rate (ADR), Occupancy Rate, Revenue per Available Room (RevPAR), Table Turnover Rate, and Customer Satisfaction Scores.

The domestic practice of methodological approaches to determining the efficiency of hotel and restaurant operations is based on assessing profitability indicators expressed as percentages.

The evaluation of hotel/restaurant profitability involves analyzing a set of indicators, including the following (Table 2):

Table 2 - Indicators of Efficiency in the Hotel and Restaurant Business

Indicator	Meaning of the Indicator	Calculation
1	2	3
Performance Indicators of the Hotel Business		
Indicators for the Room Stock	Number of Nights. Number of Occupied Rooms.	- physical volume of room stock consumption; - number of occupied rooms; - number of rooms that were occupied during a certain period of time, regardless of the number of guests in each room.
Occupancy Rate	Utilization of the Hotel's Physical Capacity.	$Occupancy\ Rate_{Night} = \frac{Number\ of\ Nights}{Number\ of\ available\ sleeping\ places\ for\ sale} \times 100, (1)$ $Occupancy\ Rate_{Room-nights} = \frac{Number\ of\ room-nights}{Number\ of\ available\ rooms\ for\ sale} \times 100, (2)$
Average Daily Rate (ADR)	The hotel's ability to generate higher revenue from occupied rooms by achieving higher prices rather than increasing the number of room nights or rooms sold.	$ADR_{Night} = \frac{Room\ Revenue}{Number\ of\ Nights}, (3)$ $ADR_{Room-nights} = \frac{Room\ Revenue}{Number\ of\ Room-Nights}, (4)$
Length of Stay	Average Number of Nights Spent by Guests at the Hotel.	$Length\ of\ Stay = \frac{Number\ of\ Nights}{Number\ of\ Guests}, (5)$

Table 2 (continued)

1	2	3
Total Revenue per Occupied Room (Total RevPOR)	The hotel's ability to generate revenue efficiently.	$\text{Total RevPOR} = \frac{\text{Total Revenue}}{\text{Number of Room - Nights}} \quad (5).$
Revenue per Available Room (RevPAR)	Measures the revenue generated by a hotel per room available for sale.	$\text{RevPAR} = \frac{\text{Room Revenue}}{\text{Number of Rooms Available for Sale}} \quad (7)$ or $\text{RevPAR} = \text{ADR}_{\text{Room-nights}} \times \text{Occupancy}_{\text{Room-night}} \quad (8)$
Total Revenue per Available Room (Total RevPAR)	The utilization of additional services is taken into account.	$\text{Total RevPAR} = \frac{\text{Total Revenue}}{\text{Available Rooms}} \quad (9)$ $\text{Total RevPAR} = \text{Total RevPOR} \times \text{Occupancy}_{\text{Room-night}} \quad (10)$
Gross Operating Profit per Available Room (GOPPAR)	Takes into account revenues and costs simultaneously. Total room costs include variable costs (VC) and fixed costs (FC). Gross Operating Profit (GOP) of the room department is the difference between total room revenue (TR) and total room costs (TC). Gpm – gross profit margin FCPAR – fixed costs per available room	$\text{GOPPAR} = \frac{\text{Gross Operating Profit}}{\text{Number of Rooms Available for Sale}} \quad (11)$ $\text{GOP} = \text{TR} - \text{TC} \quad (12)$ $\text{GOP} = (\text{TR} - \text{VC}) - \text{FC} \quad (13)$ $\text{GOP} = (\text{ADR} \times \text{Number of Room Nights Sold} - \text{Room Nights Sold} \times \text{VC}_1) - \text{FC} \quad (14)$ $\text{Gpm} = \frac{\text{ADR} - \text{VC}_1}{\text{ADR}} \quad (15)$ $\text{GOPAR} = \text{ADR} \times \text{Gpm} \times \text{Occupancy} - \text{FCPAR} \quad (16)$ $\text{GOPAR} = \text{RevPAR} \times \text{Gpm} - \text{FCPAR} \quad (17)$
Profitability	The percentage of the maximum potential revenue for a given period (one night) that the hotel actually generated.	$\text{Profitability} = \frac{\text{Actual Revenues}}{\text{Maximum Possible Revenue}} \times 100 \quad (18)$ $\text{Profitability} = \frac{\text{ADR} \times \text{Number of Room Nights Sold}}{\text{Number of Rooms Available for Sale} \times \text{Rack Rate}} \times 100 \quad (19)$ $\text{Profitability} = \text{Occupancy} \times \frac{\text{ADR}}{\text{Rack Rate}} \times 100 \quad (20)$ $\text{Profitability} = \frac{\text{RevPAR}}{\text{Rack Rate}} \times 100 \quad (21)$
Key Performance Indicators of Restaurant Business		
Average Check	The restaurant's ability to generate revenue efficiently from its guests.	$\text{Average Check} = \frac{\text{Restaurant Revenue}}{\text{Number of Customers Served}} \quad (22)$
Revenue per Available Seat Hour (RevPASH)	The revenue generated by a restaurant per available seat per hour.	$\text{RevPASH} = \frac{\text{Restaurant Revenue}}{\text{Number of Seats} \times \text{Working Hours}} \quad (23)$
Revenue per Square Meter per Hour (RevPSMH)	Average Rental Price of Functional Rooms per Square Meter per Hour.	$\text{RevPSMH} = \frac{\text{Revenue from Functional Rooms}}{\text{Rented Capacity} \times \text{Hours of Rental}} \quad (24)$
Occupancy of Functional Areas	Occupancy Rate of Event Halls	$\text{Occupancy}_{\text{Functional Rooms}} = \frac{\text{Leased Capacity} \times \text{Rental Hours}}{\text{Available Rental Capacity} \times \text{Available Rental Hours}} \quad (25)$

Table 2 (continued)

1	2	3
Revenue per Available Square Meter per Hour (RevPASMH)	The revenue generated by leisure facilities per available square meter per hour for rent.	$\text{RevPASMH} = \frac{\text{Revenue from Function Rooms}}{\text{Capacity Available for Rent} \times \text{Hours Available for Rent}}, (26)$ $\text{RevPASMH} = \text{RevPSMH} \times \text{Capacity Function Rooms}, (27)$

Source: Compiled and summarized based on [1, 10, 13, 14].

When evaluating the economic efficiency of service enterprises at the micro level, practitioners typically rely not only on specific indicators related to service quality, but also on a system of general financial and economic metrics. These indicators provide a comprehensive picture of overall business performance and reflect the results of business activities. Such metrics are essential for determining the level of profitability of hotel and restaurant enterprises and serve as a basis for managerial decision-making. Their application allows managers to identify strengths and weaknesses in operations, justify strategic actions, and implement measures aimed at increasing financial returns while improving overall efficiency.

Among these, profitability indicators (of services, costs, capital, etc.) are of particular importance (Table 3).

Table 3 - Profitability Indicators of Hotel and Restaurant Business Performance

Indicator	Calculation	Legend
Hotel service profitability (HSP)	$\text{HSP} = \frac{N}{\text{COS}} \times 100, (28)$	N – Net profit from hotel services sales, UAH. COS – Cost of hotel services, UAH
Operating cost profitability of the hotel (OCPH)	$\text{OCPH} = \frac{N}{\text{OC}} \times 100, (29)$	OC – Operating costs of the hotel enterprise
Return on fixed assets of the hotel enterprise (ROFA)	$\text{ROFA} = \frac{N}{\text{AAVFA}} \times 100, (30)$	AAVFA – Average annual value of fixed assets of the hotel enterprise, UAH
Return on current assets of the hotel enterprise (ROCA)	$\text{ROCA} = \frac{N}{\text{AAVCA}} \times 100, (31)$	AAVCA – Average annual value of current assets of the hotel enterprise, UAH
Return on labor resources (ROLR)	$\text{ROLR} = \frac{N}{\text{ANE}} \times 100, (32)$	ANE – Average number of employees of the hotel enterprise
Hotel return on assets (ROA)	$\text{ROA} = \frac{N}{\text{AAVA}} \times 100, (33)$	AAVA – Average annual value of assets of the hotel enterprise, UAH
Return on equity of the hotel enterprise (ROE)	$\text{ROE} = \frac{N}{\text{AAVE}} \times 100, (34)$	AAVE – Average annual value of equity of the hotel enterprise, UAH

Source: compiled and summarized based on [1, 10, 13, 14].

Given the importance of aligning financial and economic reporting with international standards, the methodology for determining the efficiency indicators of hotel and restaurant complexes proposed by Chaika T.Yu. [14] deserves particular attention. This approach is based on the calculation of the following profitability ratios, which correspond to international accounting and performance evaluation standards (Table 4).

However, it should be noted that, unlike European analytical practice, the existing statistical data on Ukrainian hotel enterprises do not allow for the calculation of indicators such as REVPAR (Revenue per Available Room) or GOPPAR (Gross Operating Profit per Available Room), which are essential for conducting a comparative analysis with international benchmarks. Ukrainian reporting standards do not include the concept of “available rooms”, which is critical for these calculations. Using the total number of rooms as a basis is methodologically incorrect, since some rooms may be under renovation, leased for long-term stays, or otherwise unavailable for guest accommodation.

Table 4 - Profitability Ratios of Hotel and Restaurant Business Activities in Accordance with International Standards

Indicator	Calculation	Notation
Return on assets (ROA)	$ROA = \frac{P}{A} \cdot (35)$	P – Profit. A – Assets.
Return on Total Assets (ROTA)	$ROTA = \frac{\text{Profit}}{TA} \cdot (36)$	TA – Total Assets.
Return on total assets based on net profit (ROTANP)	$ROTANP = \frac{NP}{TA} \cdot (37)$ або $ROTANP = \frac{NP}{\frac{1}{2}(TA_{beginning} + TA_{end})} \cdot (38)$	NP – Net Profit.
Return on total assets based on earnings before interest and taxes (ROTA (EBIT))	$ROTA_{EBIT} = \frac{EBIT}{TA} \cdot (39)$	EBIT – Earnings before Interest and Taxes.
Return on total assets based on EBITDA (ROTA (EBITDA))	$ROTA_{EBITDA} = \frac{EBITDA}{TA} \cdot (40)$	EBITDA – Earnings before Interest, Taxes, Depreciation and Amortization.
Return on Fixed Assets (ROFA)	$ROFA = \frac{TE}{NFA} \cdot (41)$	TE - Total Earning; Net Fixed Assets – Net book value of non-current assets (fixed assets net of depreciation).

Source: compiled and summarized based on [1, 10, 13, 14].

The assessment of hotel/restaurant profitability also involves several key analytical components, including: analysis of market conditions, competition level, and the enterprise's market position; determination of specific goals for the current period (such as increasing occupancy rates, improving profitability, or implementing renovation projects); development of a strategy to achieve these goals; establishment of control indicators for overall hotel operations and individual departments; creation of a forecast budget outlining expected revenues and expenditures.

This structured approach allows for a comprehensive evaluation of performance efficiency, ensuring the alignment of operational outcomes with strategic objectives and facilitating effective managerial decision-making in the hospitality industry.

After collecting data for each of the indicators presented in Tables 2-4, they can be evaluated on a scale of compliance with the initial goals, allowing the identification of the strengths and weaknesses of the hotel or restaurant enterprise.

Analysis of financial statements and performance indicators enables the assessment of the financial condition and profitability of hotel and restaurant complexes. Key financial indicators such as revenue, expenses, profit margin, return on investment (ROI), and cash flow are used to evaluate financial efficiency. Establishing and monitoring performance indicators (PIs) and key performance indicators (KPIs) specific to the hotel and restaurant industry provides a quantitative basis for measuring operational effectiveness.

Among the most relevant KPIs are as follows:

- Average Daily Rate (ADR) – the average income received per occupied room;
- Occupancy Rate – the percentage of available rooms occupied during a specific period;
- Revenue per Available Room (RevPAR) – a comprehensive measure combining price and occupancy to assess overall room revenue efficiency;
- Table Turnover Rate – an indicator of efficiency for restaurant operations, showing how frequently tables are used over a given time;

– Customer Satisfaction Scores – qualitative and quantitative evaluations reflecting guest experience and service quality.

These indicators form the analytical foundation for evaluating performance, supporting strategic management decisions, and identifying areas for improvement and optimization in hospitality business operations.

Conclusions and prospects for further researches. Thus, the analysis of theoretical research on the diagnostics and evaluation of efficiency of hotel and restaurant enterprises, as integral elements of the hospitality industry, has made it possible to form a comprehensive understanding of the factors influencing the efficiency of hospitality entrepreneurship and to identify its key evaluation indicators, criteria, and performance metrics. Despite numerous challenges, the Ukrainian hotel and restaurant industry possesses significant potential for post-war recovery and development. The improvement of hospitality enterprises requires a systemic approach and the integration of various tools aimed at enhancing both operational efficiency and service quality. A combination of modern technologies, continuous professional development of personnel, strategic marketing, and a customer-oriented philosophy enables hotels and restaurants to achieve sustainable success, strengthen their competitive position, and ensure long-term growth in the dynamic environment of the hospitality market.

Prospects for further research lie in improving methodological approaches to the comprehensive assessment of the efficiency of hotel and restaurant enterprises, with particular emphasis on digitalization, service quality, resource optimization, and post-war recovery of the hospitality industry.

Список літератури

1. Готельно-ресторанний бізнес: навч. посібник / О.А.Ніколайчук, Н.С.Приймак, О.А. Сімакова, А.В. Слащева, Ю.А. Горяйнова, Ю.М. Коренець, О.А. Боднарчук, О.А. Пусікова, Є.Г. Клевцов; ред. О.А. Ніколайчук. Кривий Ріг: Вид.ДонНУЕТ, 2022. 250с.
2. Давидова О.Ю., Писаревський І.М., Ладижевська Р.С. Управління якістю продукції та послуг у готельно-ресторанному господарстві: навч. посібник; Харк. нац. акад. міськ. госп-ва. Харків: ХНАМГ. 2015. 414 с.
3. Довгаль Д.В., Данько Н.І. Розвиток готельно-ресторанного та санаторно-курортного комплексу як складова інтенсифікації економіки України. *Вісник Харківського національного університету імені В.Н. Каразіна*. 2013. № 1042. С. 115-118.
4. ДСТУ ISO 9000:2015 Системи управління якістю. Основні положення та словник термінів (ISO 9000:2015, IDT). URL: https://online.budstandart.com/ua/catalog/doc-page.html?id_doc=64030
5. Комліченко О.О. Фактори розвитку туристичної галузі. *Науковий вісник Херсонського державного університету*. 2014. № 8. С. 75-79.
6. Кушнірук Г.В. Резерви підвищення прибутковості туристичних підприємств. *Туристичний, готельний і ресторанний бізнес: інновації та тренди*. 2016. № 1. С. 45-47.
7. Мархонос С.М. Аналіз сучасного стану та фінансове забезпечення розвитку готельного господарства України. *Науковий вісник Ужгородського національного університету*. 2017. Вип. 14(2). С. 35-40.
8. Мархонос С.М., Турло Н.П. Рекреаційні комплекси України: передумови створення та напрямки їх розвитку. *Приазовський економічний вісник*. 2017. № 2 (02). С. 118-122.
9. Пітак В.В., Коваленко Л.П. Фактори розвитку туристичної індустрії України. *Розвиток сталого туризму: виклики і можливості для туристичного та готельно-ресторанного бізнесу*. 2017. № 1. С. 148-151.
10. Русавська В.А., Можаровський Д.О. Сучасні методи оцінки ефективності системи управління сервісною діяльністю підприємств ресторанного бізнесу. *Економіка та суспільство*. Вип. № 57/2023. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/3151>
11. Січка І.І. Аналіз особливостей та розвитку туристичного ринку України. *Економіка та суспільство*. 2016. № 7. С. 158-162.
12. Створення рішень для бізнесу на основі AI. Evergreen: веб-сайт. URL: <https://evergreens.com.ua/ua/development-services/artificialintelligence.html>
13. Чабан В.М. Методи оцінки якості надання послуг на підприємствах готельного господарства.

- Туристичний та готельно-ресторанний бізнес: світовий досвід та перспективи розвитку для України*: матер. Всеукр. наук.-практ. конф. студентів, аспірантів та вчених, 10 квітня 2019 р. Одеса: ОНЕУ, 2019. С. 874-877.
14. Чайка Т.Ю., Мартинова В.В., Невмирич Д.В. Система коефіцієнтів рентабельності активів: сучасні тенденції розрахунку й аналізу (на прикладі підприємств сфери гостинності). *Проблеми системного підходу в економіці*. 2019. Вип. 2(2). С. 113-120.
 15. Чередниченко А.О., Калінін М.В. Якість надання послуг підприємствами готельного господарства як ключовий фактор привабливості в туристичній галузі. *Актуальні проблеми управління соціально-економічними системами*: матер. Всеукр. наук.-практ. конф. Луцьк : Луцький НТУ, 2016. С. 209-211.
 16. Шалева О.І., Олесневич О.В. Актуальні аспекти аналізу економічної ефективності діяльності підприємств сфери послуг. *Herald of Lviv University of Trade and Economics. Economic Sciences*. 2022, № 68, С 61-71.
 17. III в бізнесі – спосіб підвищення прибутку з неминучими ризиками. Everest: веб-сайт. URL: <https://evergreens.com.ua/ua/development-services/artificialintelligence.html>
 18. Яровий В.Ф., Юрченко В.В. Соціально-економічна ефективність діяльності туристичних підприємств. *Причорноморські економічні студії: наук. жур.*, 2020, Вип. № 53, С. 135-139.
 19. Luthra S., Garg D., Agarwal A. & Sachin K. Total Quality Management (TQM): Principles, Methods, and Applications. 2020. 222 p.

References

1. Nikolaichuk, O.A. (Ed.). (2022). *Hotel and restaurant business: A textbook*. Kryvyi Rih: Vyd.DonNUET. [in Ukrainian].
2. Davydova, O.Yu., Pysarevskiy, I.M., & Ladyzhevskaya, R.S. (2015). *Quality management of products and services in the hotel and restaurant industry: A textbook*. Khark. nats. akad. misk. hosp.-va. Kharkiv: KhNAMH. [in Ukrainian].
3. Dovhal, D.V., & Danko, N.I. (2013). Development of hotel, restaurant, and resort complexes as a component of intensifying Ukraine's economy. *Visnyk Kharkivskoho natsionalnoho universytetu imeni V.N. Karazina*, 1042, 115–118. [in Ukrainian].
4. State Standard of Ukraine. (2015). Quality management systems — Fundamentals and vocabulary (DSTU ISO 9000:2015, IDT). Available at: https://online.budstandart.com.ua/catalog/doc-page.html?id_doc=64030 [in Ukrainian].
5. Komlichenko, O.O. (2014). Factors of tourism industry development. *Naukovyi visnyk Khersonskoho derzhavnoho universytetu*, 8, 75–79. [in Ukrainian].
6. Kushniruk, H.V. (2016). Reserves for increasing profitability of tourism enterprises. *Turystychni, hotelnyi i restoranni biznes: innovatsii ta trendy*, 1, 45–47. [in Ukrainian].
7. Markhonos, S.M. (2017). Analysis of the current state and financial support for the development of the hotel industry in Ukraine. *Naukovyi visnyk Uzhhorodskoho natsionalnoho universytetu*, 14(2), 35–40. [in Ukrainian].
8. Markhonos, S.M., & Turlo, N.P. (2017). Recreational complexes of Ukraine: Preconditions for creation and development directions. *Pryazovskyi ekonomichnyi visnyk*, 2(02), 118–122. [in Ukrainian].
9. Pitak, V.V., & Kovalenko, L.P. (2017). Factors of tourism industry development in Ukraine. *Rozvytok staloho turyzmu: vyklyky i mozhlyvosti dlia turystychnoho ta hotelno-restorannoho biznesu*, 1, 148–151. [in Ukrainian].
10. Rusavska, V.A., & Mozharovskiy, D.O. (2023). Modern methods for evaluating the effectiveness of service management systems in restaurant enterprises. *Ekonomika ta suspilstvo*, 57. Available at: <https://economyandsociety.in.ua/index.php/journal/article/view/3151> [in Ukrainian].
11. Sichka, I.I. (2016). Analysis of the peculiarities and development of the tourism market of Ukraine. *Ekonomika ta suspilstvo*, 7, 158–162. [in Ukrainian].
12. Evergreen. (n.d.). Creating AI-based business solutions. Available at: <https://evergreens.com.ua/ua/development-services/artificialintelligence.html> [in Ukrainian].
13. Chaban, V.M. (2019). Methods for assessing service quality in hotel enterprises. In *Tourism and hotel-restaurant business: Global experience and development prospects for Ukraine*: Proceedings of the All-Ukrainian scientific and practical conference (April 10, 2019, Odesa) (pp. 874–877). Odesa: Odesa National Economic University. [in Ukrainian].
14. Chaika, T.Yu., Martynova, V.V., & Nevmyrych, D.V. (2019). System of return on assets ratios: Modern trends in calculation and analysis (case of hospitality enterprises). *Problemy systemnoho pidkhodu v ekonomitsi*, 2(2), 113–120. [in Ukrainian].
15. Cherednychenko, A.O., & Kalinin, M.V. (2016). Quality of services in hotel enterprises as a key factor of attractiveness in the tourism industry. In *Current problems of management of socio-economic systems*:

- Proceedings of the All-Ukrainian scientific and practical conference). (pp. 209–211). Lutsk: Lutsk National Technical University. [in Ukrainian].
16. Shaleva, O.I., & Olesnevych, O.V. (2022). Current aspects of analyzing the economic efficiency of service enterprises. *Herald of Lviv University of Trade and Economics. Economic Sciences*, 68, 61–71. [in Ukrainian].
 17. Everest. (n.d.). Artificial intelligence in business as a tool for increasing profits with inevitable risks. Available at: <https://evergreens.com.ua/ua/development-services/artificialintelligence.html> [in Ukrainian].
 18. Yarovyi, V.F., & Yurchenko, V.V. (2020). Socio-economic efficiency of tourism enterprises. *Prychornomorski ekonomichni studii*, 53, 135–139. [in Ukrainian].
 19. Luthra, S., Garg, D., Agarwal, A., & Sachin, K. (2020). Total quality management (TQM): Principles, methods, and applications. [in English].

Л.Д. Запірченко, доц., канд. екон. наук

М.В. Бугасва, проф., канд. екон. наук

Центральноукраїнський національний технічний університет, м. Кропивницький, Україна

Аналітичний інструментарій ефективності діяльності готельно-ресторанних комплексів

У статті здійснено комплексне дослідження аналітичного інструментарію оцінювання ефективності діяльності готельно-ресторанних комплексів як важливого сегмента національної економіки України. Обґрунтовано актуальність дослідження в умовах військового стану та повоєнного відновлення, що обумовлює необхідність підвищення ефективності функціонування підприємств сфери гостинності як драйвера регіонального розвитку, зайнятості населення та формування доходів. Розкрито економічну сутність категорії «ефективність» та її специфіку у сфері послуг, де результативність діяльності визначається не лише фінансовими показниками, а й якістю обслуговування, рівнем задоволеності клієнтів та ефективністю використання ресурсів. Визначено, що ефективність у готельно-ресторанному бізнесі має інтегрований характер і включає економічну, організаційну та соціальну складові, серед яких ключовою є економічна ефективність як показник результативності господарської діяльності та джерело подальшого розвитку підприємства. Проаналізовано сучасні підходи до діагностики та оцінювання ефективності діяльності підприємств сфери гостинності. Обґрунтовано доцільність використання системи взаємопов'язаних показників, оскільки жоден окремий індикатор не може забезпечити комплексну оцінку результативності діяльності. У дослідженні систематизовано ключові фінансово-економічні показники (дохід, витрати, прибуток, рентабельність, грошові потоки), а також специфічні галузеві індикатори, такі як ADR, RevPAR, GOPPAR, рівень завантаженості номерного фонду, середній чек та інші.

Значну увагу приділено аналізу факторів, що впливають на ефективність функціонування готельно-ресторанних комплексів. До ключових чинників віднесено: якість надання послуг, ефективність управління персоналом, впровадження інноваційних технологій, забезпечення безпеки та реалізацію маркетингових стратегій. Доведено, що їх комплексне застосування сприяє підвищенню конкурентоспроможності підприємств, зростанню прибутковості та формуванню стійких ринкових позицій. У роботі узагальнено алгоритм діагностики ефективності діяльності підприємств готельно-ресторанного бізнесу, який включає визначення об'єктів аналізу, збір та обробку інформації, оцінювання показників, розробку стратегій удосконалення та їх подальший моніторинг. Встановлено, що ефективність діяльності значною мірою залежить від якості інформаційного забезпечення та правильності вибору аналітичних інструментів. Окремо розглянуто методичні підходи до оцінювання рентабельності діяльності підприємств сфери гостинності, включаючи як традиційні показники, так і міжнародні стандарти (ROA, ROTA, ROFA, EBITDA-орієнтовані показники). Виявлено обмеження вітчизняної статистичної бази, що ускладнює застосування міжнародних методик та проведення порівняльного аналізу з зарубіжними підприємствами.

Узагальнено, що підвищення ефективності діяльності готельно-ресторанних комплексів потребує системного підходу, який передбачає інтеграцію сучасних технологій, розвиток людського капіталу, вдосконалення управлінських процесів та активізацію маркетингової діяльності. Встановлено, що в умовах післявоєнного відновлення України підприємства сфери гостинності мають значний потенціал для розвитку та можуть відігравати важливу роль у соціально-економічній стабілізації країни.

готельно-ресторанний комплекс, управління розвитком готельно-ресторанного бізнесу, діагностика, оцінка, ефективність, прибутковість, чинники впливу на діяльність, переваги.

Одержано (Received) 14.04.2026

Прорецензовано (Reviewed) 25.04.2026

Прийнято до друку (Approved) 25.05.2026