

The positive dynamics of recovery of key performance indicators of the revenue management in the conditions of crisis and uncertainty, as well as intensive integration processes taking place in the global hotel services market since the 80s of the twentieth century, indicate, on the one hand, a high level of economic attractiveness of the hospitality sector, and on the other hand, the growth of competition and the need to ensure sustainable development and strong competitive positions for the market players. The hotel industry in Ukraine is increasingly integrating into the international economic space, which, on the one hand, leads to an increase in the volume of services and supply in the market, and on the other hand, may lead to the takeover of national hotel companies by international chains. In today's environment, when the struggle for a guest is no longer between individual hotel companies or even between chain establishments, but between hotels of international operators, the problem of developing and implementing methods that will allow hotel companies to operate efficiently and maintain their competitive position has become particularly acute.

The change in indicators during martial law shows positive dynamics in 2023 in three of the four regions studied as it is presented in Table 1. As shown in the table, since the beginning of the full-scale invasion, hotel performance indicators have almost been halved in Kyiv and Odesa, as these cities were regularly under missile attack and the threat of further military offensive remained. Lviv and Bukovel were considered safer regions and also became places of shelter for internally displaced people, so the performance remained approximately at the pre-war level and even improved.

Table 1
Key revenue management indicators of four regions in Ukraine about the YoY analysis during martial law

Region	Indicators	2021	2022	2023	2022 over 2021 Growth	2023 over 2022 Growth
Kyiv	ADR	1997	1936	2355	-3,1	21,6
	RevPar	1038	445	848	-57,1	90,4
	Occupancy %	52	23	36	-55,8	56,5
Odesa	ADR	2095	1362	2061	-35,0	51,3
	RevPar	964	341	536	-64,7	57,4
	Occupancy %	46	25	26	-45,7	4,0
Bukovel	ADR	1936	2354	3623	21,6	53,9
	RevPar	1162	1271	2101	9,4	65,3
	Occupancy %	60	54	58	-10,0	7,4
Lviv	ADR	2322	2540	2732	9,4	7,6
	RevPar	1138	1448	1421	27,2	-1,9
	Occupancy %	49	57	52	16,3	-8,8

Complex transformation processes have a significant impact not only on the revenue of Ukrainian hotels, but also on their profitability. The decline in profits during the introduction of quarantine restrictions during the Covid19 pandemic was followed by slow growth after the end of the pandemic. However, since February 2022, the downward trend in profitability has continued. The operating profit in hotels and accommodation facilities fell from 25.5% in 2019 to -28.5% in 2020, and then recovered to 16.6% in 2021 (Zagoruichyk, Savyt'skyi, Kopytsia & O'Callaghan, 2023).