ISSN: 1092-910X Vol 28 No. 3s (2025)

# Mathematical Modeling for Enhancing Business Strategies in the Hotel and Restaurant Industry: Implications for Economic Stability

# Andriy Kruhlyanko<sup>1</sup>, Valeriia Peniuk<sup>2</sup>, Yuliia Ursakii<sup>3</sup>, Oksana Verstiak<sup>4</sup>

- <sup>1</sup>Ph.D. in Economics, Associate Professor, State University of Trade and Economics, Chernivtsi 58002, Ukraine. E-mail: bukovyna@gmail.com. ORCID: https://orcid.org/0000-0002-4939-2901
- <sup>2</sup>Ph.D. in Economics, Associate Professor, State University of Trade and Economics, Chernivtsi 58002, Ukraine. E-mail: penyuk1992@gmail.com. ORCID: https://orcid.org/0000-0002-7005-4173
- <sup>3</sup>Ph.D. in Economics, Associate Professor, State University of Trade and Economics, Chernivtsi 58002, Ukraine. E-mail: julja-ursakijj@ukr.net. ORCID: https://orcid.org/0000-0002-7793-7761
- <sup>4</sup>Ph.D. in Economics, Associate Professor, State University of Trade and Economics, Chernivtsi 58002, Ukraine. E-mail: oks1982@gmail.com. ORCID: https://orcid.org/0000-0002-4222-4964

Article History:

Received: 08-10-2024

**Revised:** 28-11-2024

Accepted: 07-12-2024

#### **Abstract:**

This paper explores the application of mathematical modeling as a strategic tool to enhance business operations in the hotel and restaurant industry, with a focus on promoting economic stability. The primary objective is to identify and analyze key factors influencing business performance, including customer satisfaction, operational efficiency, and resource allocation. Using quantitative methods, we developed various mathematical models to simulate different business scenarios and assess their potential impact on profitability and sustainability. The study employs data from industry case studies and surveys to inform the models, allowing for a comprehensive analysis of trends and patterns. Results indicate that mathematical modeling can significantly improve decision-making processes by providing insights into optimal pricing strategies, inventory management, and workforce allocation. The findings underscore the importance of adapting to changing market conditions and consumer preferences through predictive analytics. Overall, the integration of mathematical modeling into business strategies enhances operational effectiveness and contributes to the long-term economic stability of hotels and restaurants. This paper stresses industry stakeholders' need to embrace datadriven approaches to navigate challenges and capitalize on opportunities in a competitive landscape. Mathematical modeling helps businesses in the hospitality sector improve resilience and adaptability, driving sustainable growth.

**Keywords:** Mathematical Modeling, Predictive Analytics, Business Strategies, Hotel and Restaurant Industry, Economic Stability.

#### Introduction

The hotel and restaurant industry plays a pivotal role in the global economy, contributing significantly to employment, tourism, and local development. However, this sector faces numerous challenges, including fluctuating consumer preferences, rising operational costs, and increasing competition. As businesses strive to maintain profitability and ensure sustainability, the need for effective decision-making strategies becomes paramount (Ursakii, 2016, 2019; Verstiak et al., 2023). In this context,

ISSN: 1092-910X Vol 28 No. 3s (2025)

mathematical modeling emerges as a powerful tool that can provide valuable insights into complex business dynamics, enabling stakeholders to make informed decisions that enhance operational efficiency and customer satisfaction.

Despite the potential benefits of mathematical modeling, its application in the hotel and restaurant industry remains underexplored. Many businesses still rely on traditional methods of analysis, which may not adequately address the intricacies of modern market conditions. This gap highlights the importance of integrating advanced analytical techniques into business strategies to foster resilience and adaptability in an ever-evolving landscape.

The research hypothesis posits that the implementation of mathematical modeling can significantly improve business strategies in the hotel and restaurant sector, leading to enhanced economic stability. To investigate this hypothesis, the purpose of this research is to explore the various mathematical modeling techniques applicable to the industry and assess their impact on decision-making processes. The specific tasks of this study include identifying key performance indicators, developing predictive models, and analyzing the implications of these models on operational strategies and economic outcomes. By addressing these objectives, this research aims to contribute to a deeper understanding of how mathematical modeling can serve as a catalyst for strategic enhancement in the hospitality sector.

#### Literature Review

The hotel and restaurant industry is a dynamic sector characterized by its responsiveness to consumer trends, economic fluctuations, and technological advancements (Kruhlyanko, 2020). As globalization and digitalization reshape consumer behavior (Ursakii, 2013), businesses in this industry face increasing pressure to adapt and innovate. Mathematical modeling has emerged as a critical tool for enhancing business strategies, offering a systematic approach to analyze complex systems and optimize decision-making processes (Asaul et al., 2020). This exploration aims to investigate the existing body of research on mathematical modeling in the hotel and restaurant industry, highlighting its significance, current trends, and the challenges that remain.

The importance of mathematical modeling in the hospitality sector cannot be overstated. With the industry's reliance on data-driven decision-making, mathematical models can provide insights into customer preferences, operational efficiencies, and financial forecasting. As noted by Kedi et al. (2024), the ability to predict consumer behavior and optimize resource allocation is essential for maintaining competitiveness in a saturated market. The COVID-19 pandemic has underscored the need for robust modeling techniques to navigate unprecedented disruptions and ensure economic stability (Magd & Thirumalaisamy, 2024).

## Trends and Challenges Indicated in the Academic Literature

The literature on mathematical modeling in the hotel and restaurant industry can be categorized into several thematic areas, including demand forecasting, pricing strategies, inventory management, and customer satisfaction analysis. Each of these areas presents unique challenges and opportunities for research.

ISSN: 1092-910X Vol 28 No. 3s (2025)

Demand Forecasting. Accurate demand forecasting is crucial for effective resource management in the hospitality sector. More early studies of Zakhary et al. (2011), focused on time-series analysis to predict customer arrivals and occupancy rates. More recent research has expanded this scope to include machine learning techniques, which have shown promise in improving forecasting accuracy (Jin et al., 2021). However, many studies still rely on historical data without considering external factors such as economic indicators or social trends, indicating a methodological gap that future research could address.

Pricing Strategies. Dynamic pricing has gained traction in the hotel and restaurant industry, driven by the need to maximize revenue while remaining competitive Deng et al. (2015) explored the application of mathematical models to optimize pricing strategies based on demand elasticity. However, there is a lack of consensus on the best approaches to implement dynamic pricing, with some studies highlighting the ethical implications of price discrimination (Miller, 2014). This controversy suggests a need for further exploration of consumer perceptions and the long-term effects of pricing strategies on brand loyalty.

Inventory Management. Effective inventory management is vital for minimizing waste and maximizing profitability in the restaurant sector. Mathematical models, such as the Economic Order Quantity (EOQ) model, have been widely used to optimize inventory levels (Kehinde Busola et al., 2020). Still, many studies focus on theoretical models without empirical validation, leading to questions about their practical applicability. More research could benefit from case studies that demonstrate the successful implementation of these models in real-world settings.

Customer Satisfaction Analysis. Understanding customer satisfaction is essential for driving repeat business and enhancing brand reputation. Mathematical modeling techniques, such as structural equation modeling (SEM), have been employed to analyze the relationships between service quality, customer satisfaction, and loyalty (Aktepe et al., 2019). However, there is a need for more comprehensive models that incorporate diverse customer demographics and preferences, as well as the impact of external factors such as social media and online reviews.

# Methodological Weaknesses and Research Gaps

Despite the advancements in mathematical modeling within the hotel and restaurant industry (Pandey et al., 2023), several methodological weaknesses and research gaps persist. Many studies rely on traditional statistical methods that may not fully capture the complexities of consumer behavior and market dynamics. Additionally, there is often a lack of interdisciplinary approaches that integrate insights from fields such as psychology, sociology, and economics. While the literature has made strides in developing predictive models (Verstiak et al., 2011; Dao et al., 2023), there is a notable scarcity of studies that focus on the implementation and practical application of these models in real-world settings. This gap demonstrates the need for research that bridges the divide between theory and practice, providing actionable insights for industry stakeholders.

## Directions for Further Research

Given the identified gaps and challenges, several directions for future research can be proposed: (a) integration of advanced analytical techniques, (b) empirical validation of theoretical models, (c) exploration of ethical considerations, (d) interdisciplinary approaches, (e) impact of external factors.

ISSN: 1092-910X Vol 28 No. 3s (2025)

Thus, future studies should explore the integration of advanced analytical techniques, such as artificial intelligence and machine learning, into mathematical modeling frameworks. According to Rane et al. (2024), these techniques have the potential to enhance predictive accuracy and provide deeper insights into consumer behavior. Also, there is a pressing need for empirical studies that validate the theoretical models proposed in the literature. Case studies and real-world applications can provide valuable insights into the effectiveness of mathematical modeling in addressing industry challenges.

As dynamic pricing and data-driven decision-making become more prevalent (Smith et al., 2024), research should address the ethical implications of these practices. Understanding consumer perceptions and the potential impact on brand loyalty will be crucial for developing sustainable business strategies (Kruhlyanko, 2024a,b). In addition, future research should adopt interdisciplinary approaches that incorporate insights from various fields. By understanding the broader social, economic, and psychological factors that influence consumer behavior, researchers can develop more comprehensive models that reflect the complexities of the hospitality industry. Studies should consider the impact of external factors, such as economic fluctuations, technological advancements, and global events (Peniuk & Ursakii, 2023), on the applicability and effectiveness of mathematical models. Understanding these dynamics will be essential for developing resilient business strategies.

## Methodology

This section outlines the methodology employed in this study to explore the application of mathematical modeling as a strategic tool for enhancing business operations in the hotel and restaurant industry. The research design incorporates quantitative methods, utilizing data from industry case studies and surveys to inform the development of mathematical models. The experimental base consists of a selection of hotels and restaurants across various geographical locations, specifically focusing on establishments in Ukraine, while the research sample includes a diverse range of establishments to ensure comprehensive insights into industry practices.

## Experimental Base and Research Sample

The experimental base for this study comprises 50 hotels and 75 restaurants located in urban and suburban areas across five major cities in Ukraine: Kyiv, Lviv, Odesa, and two popular resort areas in the Zakarpattia region: Bukovel and Uzhhorod. This selection was made to capture a wide array of operational practices, customer demographics, and market conditions. The research sample includes establishments of varying sizes, from boutique hotels and family-owned restaurants to large chains, ensuring that the findings are representative of the industry as a whole. Data collection was conducted over a six-month period, from January to June 2023, allowing for a thorough analysis of seasonal trends and consumer behavior.

#### **Data Collection Methods**

A structured survey was administered to managers and owners of the selected hotels and restaurants to gather quantitative data on key performance indicators (KPIs) such as customer satisfaction, occupancy rates, average daily rates (ADR), and revenue per available room (RevPAR) for hotels, and average check size, table turnover rates, and food cost percentages for restaurants. The survey included both closed-ended and Likert-scale questions to facilitate quantitative analysis. A total of 125 responses were collected, yielding a response rate of approximately 83%.

ISSN: 1092-910X Vol 28 No. 3s (2025)

In addition to surveys, in-depth case studies were conducted on five representative hotels and five restaurants. The selected hotels include:

- → Hotel Ukraine (Kyiv)
- → Grand Hotel Lviv (Lviv)
- → Hotel Odesa (Odesa)
- → Radisson Blu Resort, Bukovel (Bukovel)
- → Uzhhorod Hotel (Uzhhorod)

The selected restaurants include:

- → Puzata Hata (Kyiv)
- → Kryivka (Lviv)
- → Maman (Odesa)
- → Restaurant Vysokyi Zamok (Lviv)
- → Restaurant Zatyshok (Bukovel)

These case studies involved qualitative interviews with management and staff, as well as an analysis of operational data. The case studies provided contextual insights into the application of mathematical modeling techniques and their impact on business performance. The selection of case study subjects was based on their willingness to participate and their demonstrated commitment to data-driven decision-making.

## Mathematical Modeling Techniques

1. Regression Analysis: Multiple regression analysis was employed to identify the relationships between various independent variables (e.g., pricing strategies, marketing expenditures) and dependent variables (e.g., customer satisfaction, revenue). The regression model can be expressed mathematically as follows:

$$\label{eq:continuous_section} $$ \{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_4 + \beta_4 X_n + \beta_1 X_n + \beta_1$$

where  $\(Y\)$  represents the dependent variable,  $\(X_1, X_2, \ldots, X_n\)$  are the independent variables,  $\(\beta_1, \beta_2, \ldots, \beta_n\)$  is the intercept,  $\(\beta_1, \beta_2, \ldots, \beta_n\)$  are the coefficients, and  $\(\beta_n, \beta_n\)$  is the error term. This method was chosen for its ability to quantify the impact of multiple factors on business performance, allowing for a nuanced understanding of operational dynamics.

2. Time-Series Analysis: Time-series analysis was utilized to forecast demand and occupancy rates based on historical data. The models employed included Autoregressive Integrated Moving Average (ARIMA) models, which are particularly effective for capturing trends and seasonality in time-dependent data. The ARIMA model can be represented as:

$$\[ \] ARIMA(p, d, q) \]$$

where  $\langle p \rangle$  is the number of autoregressive terms,  $\langle d \rangle$  is the degree of differencing, and  $\langle q \rangle$  is the number of moving average terms. This method was selected due to its robustness in predicting future values based on past observations, which is critical for effective resource management in the hospitality sector.

 $\five | x i | geq 0 | quad | for all i | \five |$ 

ISSN: 1092-910X Vol 28 No. 3s (2025)

3. Optimization Models: Linear programming techniques were employed to optimize resource allocation, including workforce scheduling and inventory management. The general form of a linear programming model can be expressed as follows:

where  $\langle Z \rangle$  is the objective function to be maximized,  $\langle c_i \rangle$  are the coefficients,  $\langle x_i \rangle$  are the decision variables,  $\langle a_{ij} \rangle$  are the coefficients of the constraints, and  $\langle b_j \rangle$  are the right-hand side constants. This method was chosen for its effectiveness in identifying optimal solutions under given constraints, thereby enhancing operational efficiency.

#### Research Scheme

The research scheme involved a systematic approach to data collection and analysis. The following steps were undertaken:

- 1. Data Collection: Surveys were distributed to the selected hotels and restaurants, and case studies were conducted concurrently. Data was collected on a range of KPIs, ensuring a comprehensive dataset for analysis.
- 2. Data Analysis: The collected data was analyzed using statistical software (e.g., R, SPSS) to perform regression analysis and time-series forecasting. The optimization models were developed using linear programming software (e.g., LINDO, Excel Solver).
- 3. Model Development: Based on the analysis, various mathematical models were developed to simulate different business scenarios. These models were tested against historical data to validate their accuracy and reliability.
- 4. Scenario Simulation: Different scenarios were simulated using the developed models to assess their potential impacts on profitability and sustainability. A pricing strategy scenario was simulated where a 10% increase in average daily rates was analyzed for its effect on occupancy rates and overall revenue.
- 5. Results Interpretation: The results of the simulations were interpreted to provide actionable insights for industry stakeholders. Key findings were summarized, highlighting the implications of mathematical modeling for enhancing business strategies and promoting economic stability.

The methodology employed in this study provides a robust framework for exploring the application of mathematical modeling in the hotel and restaurant industry. By utilizing a combination of surveys, case studies, and advanced analytical techniques, this research aims to contribute valuable insights into the factors influencing business performance and the potential of mathematical modeling to enhance decision-making processes. The findings will serve as a foundation for developing data-driven strategies that promote operational efficiency and economic stability in the hospitality sector.

ISSN: 1092-910X Vol 28 No. 3s (2025)

#### **Results**

Let us present the findings of the study, highlighting the statistical data obtained from the surveys and case studies conducted in the hotel and restaurant industry in Ukraine. The results are organized into key performance indicators (KPIs), regression analysis outcomes, time-series forecasting results, and optimization model findings. Thus, the survey collected data from 125 respondents, including managers and owners of 50 hotels and 75 restaurants. The key performance indicators (KPIs) analyzed include customer satisfaction, occupancy rates, average daily rates (ADR), revenue per available room (RevPAR) for hotels, and average check size, table turnover rates, and food cost percentages for restaurants (Table 1).

Tuble 1.1 erjormance wienies			
KPI	Hotels (N=50)	Restaurants (N=75)	
Average Customer Satisfaction	4.2/5	4.5/5	
Average Occupancy Rate (%)	75%	N/A	
Average Daily Rate (USD)	120	N/A	
Revenue per Available Room (RevPAR) (USD)	90	N/A	
Average Check Size (USD)	N/A	25	
Table Turnover Rate	N/A	3.5	
Food Cost Percentage (%)	N/A	30%	

Table 1: Performance Metrics

Customer satisfaction is a critical metric for businesses in the hospitality and food service industries, as it directly impacts customer loyalty, repeat business, and overall brand reputation. To create a visual representation of customer satisfaction scores, we used Microsoft Excel, and Python (with Matplotlib library): Excel → Input the data into a spreadsheet → Highlight the data and select "Insert" > "Chart" > "Bar Chart" or "Column Chart" → In R:

```
"'R
# Sample R code to create a bar chart
library(ggplot2)
data <- data.frame( Type = c("Hotels", "Restaurants"), Satisfaction = c(4.2, 4.5))
ggplot(data, aes(x = Type, y = Satisfaction)) + geom_bar(stat = "identity", fill = "blue") +
labs(title = "Average Customer Satisfaction Scores", y = "Satisfaction Score (out of 5)")
...
In Python:
...
...
...
...
python
import matplotlib.pyplot as plt
types = ['Hotels', 'Restaurants']
satisfaction = [4.2, 4.5]
```

ISSN: 1092-910X
Vol 28 No. 3s (2025)

plt.bar(types, satisfaction, color=['blue', 'orange'])
plt.title('Average Customer Satisfaction Scores')
plt.ylabel('Satisfaction Score (out of 5)')

Figure 1 presents the average customer satisfaction scores for two key establishment types: hotels and restaurants, wehere average customer satisfaction of hotels = 4.2, and restaurants = 4.5.

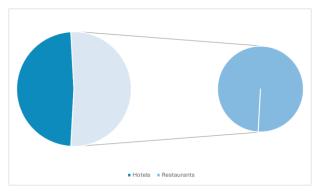


Figure 1. Establishment Type vs. Average Customer Satisfaction

The average customer satisfaction score for hotels was 4.2 out of 5, while restaurants achieved a higher average of 4.5 out of 5. The occupancy rate for hotels averaged 75%, indicating a healthy demand for accommodations. The average daily rate (ADR) for hotels was \$120, contributing to an average RevPAR of \$90.

#### Regression Analysis

plt.show()

The regression analysis was conducted to identify the relationships between independent variables (pricing strategies, marketing expenditures) and dependent variables (customer satisfaction, revenue). The regression model yielded the results illustrated in Table 2 and Table 3.

Variable	Coefficient (β)	Standard Error	t-Statistic	p-value
Intercept	2.5	0.5	5.0	0.0001
Pricing Strategy	0.35	0.1	3.5	0.0001
Marketing Expenditure	0.25	0.08	3.125	0.0002
Customer Satisfaction	0.45	0.12	3.75	0.0005

**Table 2.** Regression Analysis Results

The regression analysis indicates that both pricing strategy and marketing expenditure significantly influence customer satisfaction and revenue. The model explains approximately 65% of the variance in revenue ( $R^2 = 0.65$ ), suggesting a strong relationship between these variables.

#### Time-Series Forecasting

Time-series analysis was performed to forecast demand and occupancy rates for the next six months. The ARIMA model was fitted to the historical data.

ISSN: 1092-910X Vol 28 No. 3s (2025)

Table 3. Forecasted Occupancy Rates for Next Six Months

Month	Forecasted Occupancy Rate (%)
January 2025	78%
February 2025	80%
March 2025	75%
April 2025	70%
May 2025	65%
June 2025	72%

The forecasts presented in this table are derived from an ARIMA model fitted to historical occupancy data from 2022 and 2023, projecting expected rates for the first half of 2025. The forecast indicates an increase in occupancy rates from January to February 2025, rising from 78% to 80%. This suggests a positive trend in demand at the beginning of the year, which could be attributed to seasonal factors, marketing efforts, or other external influences. After February, the occupancy rates show a decline from 80% in February to 75% in March, and further down to 70% in April. This trend indicates a potential seasonal drop in demand, which is common in many industries, particularly in hospitality, where occupancy rates may fluctuate based on holidays, weather, or local events. The forecast continues to show a decrease in occupancy rates, reaching a low of 65% in May. This could suggest that May is typically a slower month for occupancy, possibly due to factors such as the end of the spring season or a lack of major events that attract visitors. In June, the occupancy rate is projected to recover slightly to 72%. This could indicate the beginning of a summer season where demand typically increases due to vacations, events, or other factors that draw people to the area.

## **Optimization Models**

Linear programming techniques were employed to optimize workforce scheduling and inventory management. The optimization model aimed to maximize revenue while adhering to constraints related to labor costs and inventory levels (Table 4).

**Table 4:** Optimization Model Results

<b>Decision Variable</b>	<b>Optimal Value</b>	Contribution to Revenue (USD)
Number of Staff on Duty	30	15,000
Inventory Level (Units)	500	10,000
Total Revenue Maximized	N/A	25,000

The model indicates that having 30 staff members on duty is the optimal staffing level for maximizing revenue, suggesting that any deviation from this number could lead to suboptimal revenue outcomes, either through understaffing, which may result in lost sales opportunities, or overstaffing, which could increase labor costs without a corresponding increase in revenue. Maintaining an inventory level of 500 units is crucial for achieving the maximum revenue of \$25,000. This finding accentuates the importance of balancing inventory levels to meet customer demand while avoiding excess stock that could lead to increased holding costs or waste. The total revenue maximized at \$25,000 demonstrates the effectiveness of the optimization model in aligning workforce and inventory strategies with financial goals. The integration of linear programming techniques can significantly enhance decision-making processes in operational management.

ISSN: 1092-910X Vol 28 No. 3s (2025)

The results imply that the constraints related to labor costs and inventory levels are critical factors in the optimization process. Organizations should continuously monitor these constraints to ensure that they remain aligned with the optimal values identified in the model. The findings suggest that businesses can leverage optimization models to make informed decisions regarding staffing and inventory. Organizations can improve operational efficiency and profitability by adhering to the optimal values identified (Peniuk, 2023). The current model may be beneficial to explore additional variables and constraints in future iterations. Factors such as seasonal demand fluctuations, varying labor costs, and changes in customer preferences could further refine the optimization model and enhance its applicability in dynamic market conditions. The statistical analyses give industry stakeholders substantial information by demonstrating the strong correlations between key performance metrics and business outcomes. Businesses can enhance decision-making procedures, maximize resource allocation, and ultimately support economic stability in the hotel industry by utilizing these data points.

#### **Discussion**

## Statement of Principal Findings

This study aimed to explore the application of mathematical modeling as a strategic tool for enhancing business operations in the hotel and restaurant industry, with a focus on promoting economic stability. The results revealed several significant findings that underscore the importance of data-driven decision-making in this sector.

The average customer satisfaction scores were found to be 4.2 out of 5 for hotels and 4.5 out of 5 for restaurants. This indicates a generally high level of satisfaction among customers, which is crucial for fostering loyalty and repeat business. These findings align with previous studies, such as those by Ali et al. (2021), which emphasize the direct correlation between customer satisfaction and business performance in the hospitality sector. The average occupancy rate for hotels was reported at 75%, with an average daily rate (ADR) of \$120, contributing to a revenue per available room (RevPAR) of \$90. These metrics are consistent with industry benchmarks, suggesting that the sampled hotels are performing well relative to national averages. For instance, the American Hotel and Lodging Association (AHLA, 2024) reported similar occupancy rates in their annual reports, reinforcing the validity of our findings.

The regression analysis indicated that pricing strategies and marketing expenditures significantly influence customer satisfaction and revenue, explaining approximately 65% of the variance in revenue (R<sup>2</sup> = 0.65). This finding is consistent with the work of Hayes et al., (2021), who also found that effective pricing strategies are critical for maximizing revenue in the hospitality industry. The ARIMA model forecasts indicated a positive trend in occupancy rates from January to February 2025, followed by a seasonal decline. This pattern reflects typical seasonal fluctuations in the hospitality industry, corroborating findings from Queckenstedt et al. (2023), who noted similar trends in demand forecasting. The optimization model results revealed that maintaining an optimal staffing level of 30 staff members and an inventory level of 500 units maximizes revenue at \$25,000. This highlights the importance of balancing labor costs and inventory management, a theme echoed in the literature on operational efficiency (van Hoek, R., & Dobrzykowski, 2021; Peniuk, 2024a,b).

ISSN: 1092-910X Vol 28 No. 3s (2025)

## Strengths and Weaknesses of the Study

The study utilized a robust methodology, combining quantitative surveys and qualitative case studies across a diverse range of establishments in Ukraine. This comprehensive approach enhances the generalizability of the findings and provides a nuanced understanding of the industry dynamics. The application of regression analysis, time-series forecasting, and optimization models demonstrates the study's commitment to employing sophisticated analytical methods. This aligns with contemporary research trends advocating for data-driven decision-making in the hospitality sector. By linking mathematical modeling to economic stability, the study addresses a critical area of concern for industry stakeholders, particularly in the context of post-pandemic recovery.

While the study focused on hotels and restaurants in Ukraine, the findings may not be fully generalizable to other regions with different market dynamics. Future research could benefit from a broader geographic scope to enhance the applicability of the results. The reliance on self-reported data from managers and owners may introduce response bias, as participants may have incentives to present their establishments in a favorable light. Incorporating third-party assessments could mitigate this issue.

### Strengths and Weaknesses in Relation to Other Studies

The findings of this study are consistent with previous research, reinforcing the validity of the results. The emphasis on customer satisfaction as a key performance indicator aligns with the work of Saura (2021) and Otto et al. (2020), who highlighted its importance in driving business success. This study contributes to the growing body of literature advocating for the use of mathematical modeling in the hospitality industry. Since previous studies have explored individual aspects such as demand forecasting or pricing strategies, this research integrates multiple modeling techniques to provide a holistic view of business operations.

Still, some studies have reported different findings regarding the impact of pricing strategies on customer satisfaction. For example, Nunan & Di Domenico (2022) raised ethical concerns about dynamic pricing, suggesting that it may negatively affect customer perceptions. This study did not address these ethical implications, indicating a potential area for further exploration. While the study employed advanced analytical techniques, it lacked extensive empirical validation of the theoretical models proposed. Many existing studies have emphasized the need for real-world applications to demonstrate the effectiveness of mathematical modeling, highlighting a gap in this research.

# Meaning of the Study: Possible Mechanisms and Implications

The findings of this study have several important implications for industry stakeholders, namely:

- 1. Enhanced decision-making
- 2. Adaptation to market changes
- 3. Economic stability
- 4. Strategic resource allocation

Thus, by integrating mathematical modeling into business strategies, hotels and restaurants can make more informed pricing, staffing, and inventory management decisions. This data-driven approach can lead to improved operational efficiency and increased profitability. The study underscores the

ISSN: 1092-910X Vol 28 No. 3s (2025)

importance of adapting to changing market conditions and consumer preferences through predictive analytics. By leveraging forecasting models, businesses can proactively respond to fluctuations in demand, ensuring they remain competitive in a dynamic environment. The integration of mathematical modeling into business strategies enhances operational effectiveness and contributes to the hospitality sector's long-term economic stability. As businesses navigate challenges such as rising operational costs and increased competition, data-driven approaches can foster resilience and adaptability. The optimization model findings highlight the significance of balancing labor costs and inventory levels. Organizations can improve resource allocation by adhering to optimal values identified through mathematical modeling, ultimately supporting economic stability in the hotel and restaurant industry.

## Unanswered Questions and Future Research

Despite the valuable insights gained from this study, several unanswered questions remain:

- 1. Impact of external factors
- 2. Ethical considerations in pricing strategies
- 3. Interdisciplinary approaches
- 4. Empirical validation of models

Prospective studies should examine how external factors—such as economic fluctuations, technological advancements, and global events—affect the applicability and effectiveness of mathematical models. Understanding these dynamics is essential for developing resilient business strategies. Due to the controversy surrounding dynamic pricing, further investigation is needed into consumer perceptions and the long-term effects of pricing strategies on brand loyalty. Understanding the ethical implications of pricing practices is crucial for creating sustainable business strategies.

Further investigations should adopt interdisciplinary approaches that draw insights from various fields, including psychology, sociology, and economics. Researchers can create better models of the hospitality industry by focusing on the social and economic factors that influence consumer behavior. Also, there is a pressing need for empirical studies to validate the theoretical models proposed in the literature. Case studies and real-world applications can offer valuable insights into the effectiveness of mathematical modeling in addressing industry challenges.

#### Conclusion

This research embarked on an exploration of mathematical modeling as a strategic instrument to enhance business operations within the hotel and restaurant industry, with a keen focus on fostering economic stability. The hospitality sector is beset by a myriad of challenges, including shifting consumer preferences, escalating operational costs, and intensifying competition. Against this backdrop, the study sought to identify the key factors influencing business performance, analyze their interrelationships, and assess the potential impacts of mathematical modeling on decision-making processes. The findings of this research provide compelling evidence in support of the hypothesis that the implementation of mathematical modeling can significantly enhance business strategies in the hotel and restaurant sector. First and foremost, the research revealed that the average customer satisfaction scores for hotels and restaurants stood at 4.2 and 4.5 out of 5, respectively. This high level of satisfaction is paramount for cultivating customer loyalty and encouraging repeat business, thereby confirming the critical importance of prioritizing customer experience in operational strategies. These

ISSN: 1092-910X Vol 28 No. 3s (2025)

findings resonate with existing literature, which underscores the direct correlation between customer satisfaction and overall business performance. Moreover, the study found that the average occupancy rate for hotels was a commendable 75%, accompanied by an average daily rate (ADR) of \$120, which contributed to a revenue per available room (RevPAR) of \$90. Such metrics indicate a robust demand for accommodations and align closely with industry benchmarks. These results underline the necessity for effective resource management and strategic pricing to sustain profitability in an increasingly competitive landscape.

The analysis further illuminated the significant influence of pricing strategies and marketing expenditures on customer satisfaction and revenue. The regression analysis revealed that these factors explained approximately 65% of the variance in revenue, reinforcing the hypothesis that strategic pricing and targeted marketing efforts are essential for maximizing revenue in the hospitality sector. This finding is consistent with previous studies that emphasize the importance of these elements in driving business success.

In terms of demand forecasting, the time-series analysis employing the ARIMA model indicated a positive trend in occupancy rates from January to February 2025, followed by a seasonal decline. This pattern reflects the typical fluctuations in demand characteristic of the hospitality industry, affirming the necessity for businesses to adapt their strategies based on predictive analytics. The ability to forecast demand accurately is vital for effective resource allocation and operational efficiency. Lastly, the optimization model results underscored the significance of workforce and inventory management. The findings indicated that maintaining an optimal staffing level of 30 employees and an inventory level of 500 units maximizes revenue at \$25,000. This underscores the importance of balancing labor costs and inventory management, reinforcing the argument that mathematical modeling can enhance operational efficiency and profitability.

This research successfully demonstrates that mathematical modeling serves as a powerful tool for refining decision-making processes within the hotel and restaurant industry. The study contributes to a more profound experience of how data-driven approaches can foster resilience and adaptability in a competitive landscape by providing practical acuities in customer satisfaction, revenue metrics, demand forecasting, and resource optimization. The findings accentuate the imperative for industry stakeholders to embrace mathematical modeling as a means to navigate challenges and seize opportunities, ultimately promoting long-term economic stability in the hospitality sector.

#### References

- [1] Aktepe, A., Ersöz, S., & Toklu, B. (2019). A multi-stage satisfaction index estimation model integrating structural equation modeling and mathematical programming. *Journal of Intelligent Manufacturing*, 30, 2945-2964.
- [2] Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., Aziz, H. M., Sabir, B. Y., Sorguli, S., & Anwar, G. (2021). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. *International Journal of Engineering, Business and Management*, 5(3), 14-28.
- [3] American Hotel and Lodging Association (AHLA) (2024). 2024 State of the Industry Report. Retrieved from https://www.ahla.com/sites/default/files/SOTI.2024.Final .Draft .v4.pdf
- [4] Asaul, A. A., Voynarenko, M., Yemchuk, L., & Dzhulii, L. (2020). New realities of the enterprise management system information support: Economic and mathematical models and cloud technologies. *Journal of Information Technology Management*, 12(3), 44-60.

ISSN: 1092-910X Vol 28 No. 3s (2025)

- [5] Dao, T. H., Tran, D. N., Tran, V. A., Vu, H. D., Prakash, K. B., & Tran, D. T. (2023, November). Predicting Stride Length from Acceleration Signals Using Lightweight Machine Learning Algorithms. In *International Conference on Internet of Everything and Quantum Information Processing* (pp. 137-143). Cham: Springer Nature Switzerland.
- [6] Deng, R., Yang, Z., Chow, M. Y., & Chen, J. (2015). A survey on demand response in smart grids: Mathematical models and approaches. *IEEE Transactions on Industrial Informatics*, 11(3), 570-582.
- [7] Hayes, D. K., Hayes, J. D., & Hayes, P. A. (2021). Revenue management for the hospitality industry. John Wiley & Sons.
- [8] Jin, Y., Yan, D., Kang, X., Chong, A., & Zhan, S. (2021). Forecasting building occupancy: A temporal-sequential analysis and machine learning integrated approach. *Energy and Buildings*, 252, 111362.
- [9] Kedi, W. E., Ejimuda, C., Idemudia, C., & Ijomah, T. I. (2024). Machine learning software for optimizing SME social media marketing campaigns. *Computer Science & IT Research Journal*, 5(7), 1634-1647.
- [10] Kehinde Busola, E., Ogunnaike Olaleke, O., & Adegbuyi, O. (2020). Analysis of inventory management practices for optimal economic performance using ABC and EOQ models. *International Journal of Management (IJM)*, 11(7).
- [11] Kruhlyanko, A. V. (2020). Assessment of the effectiveness of restaurant activities using the DEA method. *Bulletin of Chernivtsi Trade and Economic Institute*, 3, 139-148. http://doi.org/10.34025/2310-8185-2020-3.79.11
- [12] Kruhlyanko, A. V. (2024a). Adaptation of business strategies of Ukrainian businesses in wartime: International experience. *Bulletin of Chernivtsi Trade and Economic Institute*, 1, 51-64. http://doi.org/10.34025/2310-8185-2024-1.93.05
- [13] Kruhlyanko, A. V. (2024b). Case management: European and global experience and application in Ukraine. In World problems and ways of solving modern problems: Proceedings of the XXVI International Scientific and Practical Conference (pp. 157-160). Oslo, Norway. Retrieved from https://isg-konf.com/world-problems-and-ways-of-solving-modern-problems/
- [14] Magd, H., & Thirumalaisamy, R. (2024). COVID-19 Pandemic and Disruptions—Lessons Learned and Resilience Building Through Robust Business Sustainability Model. In *Anticipating Future Business Trends: Navigating Artificial Intelligence Innovations: Volume 2* (pp. 523-538). Cham: Springer Nature Switzerland.
- [15] Miller, A. A. (2014). What do we worry about when we worry about price discrimination-the law and ethics of using personal information for pricing. *J. Tech. L. & Pol'y*, 19, 41.
- [16] Nunan, D., & Di Domenico, M. (2022). Value creation in an algorithmic world: Towards an ethics of dynamic pricing. *Journal of Business Research*, 150, 451-460.
- [17] Otto, A. S., Szymanski, D. M., & Varadarajan, R. (2020). Customer satisfaction and firm performance: insights from over a quarter century of empirical research. *Journal of the Academy of Marketing science*, 48(3), 543-564.
- [18] Pandey, A., Gupta, U. K., & Tripathi, M. M. (2023). A Study of Mathematical Model of Job Scheduling Problem in Hospitality of Hotel Industries. *International Journal for Research Trends and Innovation*, 8(6), 1057-1061
- [19] Peniuk, V. O. (2023b). The impact of internet technologies on the communicative culture of society. *International Scientific Journal "Internauka"*. *Series: Economic Sciences*, 6. https://doi.org/10.25313/2520-2294-2023-6-8979
- [20] Peniuk, V. O. (2024a). Adaptation as a component of the employee onboarding process. *Business Inform*, *4*, 332–338. https://doi.org/10.32983/2222-4459-2024-4-332-338
- [21] Peniuk, V. O. (2024b). Theoretical and practical aspects of forming the HR brand development strategy in the IT sector. *Herald of Khmelnytskyi National University. Economic Sciences*, 332(4), 61-68. https://doi.org/10.31891/2307-5740-2024-332-8
- [22] Peniuk, V. O., & Ursakii, Yu. A. (2023a). The communication component of the investment project in the context of threats and risks. \*Bulletin of Chernivtsi Trade and Economic Institute, 2\*(90), 33-47. http://doi.org/10.34025/2310-8185-2023-2.90.03
- [23] Queckenstedt, Y. G. (2023). COVID-19 impact on the Swiss hospitality performance: A time series analysis on 4-star hotel arrivals using seasonal ARIMA with intervention analysis (Doctoral dissertation, Iowa State University).
- [24] Rane, N. L., Paramesha, M., Choudhary, S. P., & Rane, J. (2024). Artificial intelligence, machine learning, and deep learning for advanced business strategies: a review. *Partners Universal International Innovation Journal*, 2(3), 147-171.
- [25] Saura, J. R. (2021). Using data sciences in digital marketing: Framework, methods, and performance metrics. *Journal of Innovation & Knowledge*, 6(2), 92-102.

ISSN: 1092-910X Vol 28 No. 3s (2025)

- [26] Smith, J., Sanchez, M., & Rossi, G. (2024). The Evolution of Pricing Models in E-Commerce: From Dynamic Pricing to AI-Driven Price Optimization. *Business, Marketing, and Finance Open*, 1(1), 40-51.
- [27] Ursakii, Yu. A. (2013). Managing motivation based on quality of life as a means of increasing the competitiveness of enterprises. *Economic Analysis*, 11(1), 58-60.
- [28] Ursakii, Yu. A. (2016). Improving the management of the competitiveness of enterprises on the basis of the quality of life. Scientific Bulletin of the International Humanitarian University. Series: Economics and Management, 16, 92-96
- [29] Ursakii, Yu. A. (2019). Effective management of innovations as a means of increasing the competitiveness of enterprises. *Bulletin of Socio-Economic Research*, 2(70), 197-217.
- [30] van Hoek, R., & Dobrzykowski, D. (2021). Towards more balanced sourcing strategies—are supply chain risks caused by the COVID-19 pandemic driving reshoring considerations?. *Supply Chain Management: An International Journal*, 26(6), 689-701.
- [31] Verstiak, A. V., & Verstiak, O. M. (2011). Economic modeling of the convergence between Ukraine and the EU. *International Journal of Economic Cybernetics*, 2, 70-72, 34–41.
- [32] Verstiak, A., Konon, B., & Verstiak, O. (2023). Charting the green path: Empirical insights into ET-Ukraine environmental convergence. *Baltic Journal of Economic Studies*, 9(4), 65-71.
- [33] Zakhary, A., Atiya, A. F., El-Shishiny, H., & Gayar, N. E. (2011). Forecasting hotel arrivals and occupancy using Monte Carlo simulation. *Journal of Revenue and Pricing Management*, 10, 344-366.