

## Risk Management in Hotel Management, Customer-Oriented Strategies

Makhmudov Eldorbek Adkhamjonovich  
Fergana State University, Fergana, Uzbekistan

### Abstract

Tashkent traditionally occupies a special place in the economy of Uzbekistan. The capital is the core of Uzbekistan's financial and credit system, powerful industrial production, and huge scientific and cultural potential. All this makes Tashkent a leader in economic development, the growth rate of these main economic indicators is higher than the average for Uzbekistan. The incomes of Tashkent hotel enterprises are stable and tend to grow. At the same time, the number of hotels in Tashkent is still very small compared to other European capitals. This article presents specific factors of competitiveness of small hotels, as well as customer-oriented strategies that allow small hotels that are part of a network of partners to significantly improve the quality of customer service and increase their profitability.

**Keywords:** Multifunctional hotel, Target consumers, Services, Tourism and Business, risk management, project management, hotel business, quantitative risk analysis, qualitative risk analysis, development, investments, hotel services, development, hotel real estate..

### INTRODUCTION

Currently, such concepts as a development and investment project are of particular importance in hotel management. An investment project is a consciously implemented, interconnected system of activities and the resources used in them, aimed at creating assets with a long-term nature of use, in order to subsequently return the invested funds and generate income. Real estate development is qualitative, material transformations in real estate objects, ensuring their conversion into new objects that have other essential parameters than the original ones and are of greater value [1].

In the context of investing in hotel real estate, it must be remembered that the owner of a hotel business considers the acquisition of an existing hotel and the rights to it as real estate. A private investor, a potential owner of a hotel business, decides first of all on the choice between real and financial investments. In this regard, hotel real estate is considered by a potential owner and investor as one of the types of commercial real estate, which should bring the expected income.

The prospects of the Tashkent hotel services market are determined by its large capacity. The potential demand is calculated based on the number of hotel beds per thousand inhabitants of the city. It is believed that saturation occurs at a rate of 25-26 places per 1,000 people. In Tashkent, this coefficient is 4.5, in St. Petersburg - 5.2, in Paris - 42, in Rome - 37, and in London - 26. The city's capital status attracts millions of tourists to Tashkent every year, which creates favourable prospects for the development of the hotel industry and tourism. Such a



significant increase in the Tashkent hotel base inevitably leads to increased competition in the capital's hotel market and requires the management of hotel enterprises to look for new, more effective management methods and tools.

### **The Main Part**

Small middle-class hotels (3 stars) are among the most promising hotel structures that are in high demand in the Tashkent hotel market and can bring a stable income. Currently, small hotels occupy an insignificant share of the hotel industry in Tashkent, which is not comparable to their share in other European capitals. In this regard, the demand of foreign and local tourists for the services of small Tashkent hotels is not fully satisfied. Tour operators dealing with receiving foreign tourists in Tashkent are forced to reject up to 20 per cent of tourist applications due to a lack of suitable accommodation.

The architectural portrait of such hotels (low-rise, small area) allows them to organically integrate into the urban landscape. Small hotels built on the principle of point construction, due to their size, can fit into the historical centre of the capital, which makes them especially attractive for tourists who come to Tashkent for tourism and business purposes. A small number of rooms, the absence of noisy trade and entertainment events typical of multifunctional hotel complexes, the quality and culture of service, and a cosy, almost "home" atmosphere - these features of services are always in demand by a certain category of customers. will be done. Therefore, small hotels quickly have their circle of guests and gain a good reputation. In terms of target consumer groups, including income level, it is safe to say that most of the middle-class hotels in the capital today do not meet the generally recognized world standards. At the same time, small hotels operating in Tashkent are mainly located as 4-star hotels and often set very high prices - more than 150 US dollars. for the number. This means much higher costs for individuals who want to spend more than 3 days in a hotel and is inconvenient for small groups staying in the capital for business purposes for periods of one to three weeks. Analyzing the prospects for the development of the considered segment of the hotel services market, it is impossible not to take into account the interest in its expansion and strengthening in the city of Tashkent. Hotels are placed by the Tashkent authorities as socially important objects of the city order. At the same time, the construction of small three-star hotels is one of the priority areas of development of the hotel and tourist complex in Tashkent. The relevance of the selected research topic depends on the following circumstances:

- The formation of a modern hotel industry that meets the high standards of the international hospitality industry begins with Tashkent as the undeniable economic, political and cultural centre of Uzbekistan.
- The expected increase in the number of hotel enterprises, as well as the high influence of international hotel operators in Tashkent, will inevitably lead to increased competition among all hotels in the capital;
- The high level of competition in the Tashkent hotel market increases the urgency of the problem of ensuring the competitiveness of hotel enterprises through the active use of customer-oriented strategies in their business activities.



— An important role in the development of the hotel market of Tashkent belongs to small hotels, which, according to foreign experience, are the most attractive for different categories of tourists and are a convenient forum for private capital to enter the hotel market.

The following goals and objectives were carried out during this research work. The purpose of the study is to determine the specific factors of the competitiveness of the small hotel category, as well as to justify the feasibility of integrating small hotels into a network of partners that will allow them to effectively apply customer-oriented strategies and achieve a stable position. Within this study, the following tasks were defined and solved:

— During the monitoring of the hotel industry conducted by the Tashkent Foreign Economic Relations Committee, the Tashkent hotel complex was studied and the main problems faced by the capital's hotel enterprises were identified;

— The theoretical and methodological foundations of the Balanced Scorecard are considered in connection with the activities of hotel enterprises;

— The relationship between the intangible assets of the hotel enterprise and the financial results of its economic activity was determined;

— A "strategic map" method was developed for the activity of hotel enterprises;

— the expediency of uniting small hotels into a single network of partners with centralized management was justified;

— strategies for increasing the competitiveness of small hotel chains were proposed;

— Strategies have been developed to improve the quality of work with clients of small hotels.

— recommendations were made to increase the profitability of small hotel customers;

— quality management features are reviewed based on small hotels;

— strategic directions for the training and development of employees of small hotels have been developed.

Fundamental works of local and foreign scientists on the general management of organizations, the economics of the service sector, tourism and hospitality, and modern economic, organizational and social problems of hotel services development formed the theoretical and methodological basis of the research.

## Result

It is in the comprehensive consideration of the main factors of competitiveness, as well as in the development of customer-oriented strategies aimed at improving the quality of work with customers of small hotels.

The most important results obtained by the author in this study are as follows:

1. Based on the "price-value-functionality" model, new opportunities for placing small hotels in different price segments were identified. The "flexibility" of small hotels is argued as a feature that allows small hotels to create consumer value in different market niches.

2. A competitive strategy was formulated: "reducing costs while increasing customer value", allowing small hotels to increase their competitive edge and create long-term competitive advantages.



3. The expediency of combining small hotels into a network of partners with centralized management is based on economics.
4. A "strategic map" of the hotel enterprise was developed using the four components of the balanced scorecard - financial, customer, internal business processes, training and development. The attractiveness of the small hotel segment is based on BSC.
5. Specific components of the resource potential of hotel enterprises (human factor, intangible assets, corporate culture, etc.) were identified and analyzed. The concept of "liquidity" of the hotel's human, informational and organizational capital was formed.
6. Using the "service+employee=customer" model, the needs of customers at different levels of service are related to the characteristics of hotel services and the level of professionalism of hotel staff and the main reasons for business prosperity. The failure of the business of some hotels and others has been identified.
7. Based on an existing small hotel, modern tools were introduced to increase the profitability of customers based on the distribution of customer flow and tariff segmentation. The main methodological rules and practical recommendations can be used by the enterprises of the Tashkent hotel complex in their current activities and development strategy development. Methodological rules of this research work can be used in the educational process of higher educational institutions that prepare specialists in the field of economics and management in the field of hospitality.

### **Conclusion**

Reasonable conclusions form a significant part of the scope of the research work. This allows them not to repeat them in detail, but it is appropriate to summarize several fundamental conclusions, methodological and practical recommendations of his research:

1. Tashkent hotel companies have significant economic advantages and high development potential compared to hotel companies in other regions of Uzbekistan. However, the increasing number of hotels in Tashkent and the tendency of foreign hotel operators to enter the Tashkent market will inevitably lead to a high level of competition. This increases the relevance of applying customer-oriented strategies at work.
2. The economic attractiveness of the category of small hotels is confirmed by their high flexibility and a large "competitive margin" that allows them to work and create value in different price segments of the market.
3. By uniting small hotels into one chain, unified service standards, unified brand, and centralized management significantly reduce management costs, increase overall business profitability, and enable full implementation of customer-oriented strategies.
4. Implementation of projects to create a national network of small hotels seems to be possible only in the segment of middle-class hotels (3-4 stars), where the concentration of foreign companies is not yet very high. The process of consolidating small hotels can begin with building a network of partners for existing small hotels in Tashkent, which remain under the control of the owners, but jointly solve several business issues and implement a single marketing policy. Of course, for this, local hotel businesses and management companies require active support from the Tashkent government.



5. It is appropriate to use the Balanced Scorecard for a comprehensive assessment of the economic potential of small hotels. Keeping the financial component as the main parameter of the management and business process, the balanced scorecard at the same time gives great importance to the generalized criteria that connect the financial success of hotel enterprises with intangible indicators such as the quality of products and services, and interest.

6. Service in the hotel business can be expressed as a three-level hierarchy. With the transition to a higher level, the quality of services increases, customers become more demanding, and employees must have higher qualifications. The highest level of service in the hospitality industry is "personalization" or an individual approach to the needs of each guest. It is much easier for small hotels to provide a high level of personalization and show an individual approach to each guest, so modern forms of small hotels such as "boutique hotels" have gained worldwide popularity and seriously compete with high-class hotels - giants.

7. The revenue management strategies and pricing policies of large and small hotels are fundamentally different. Thus, a hotel with a large number of rooms and developed infrastructure will be more flexible in terms of prices and discounts. A large hotel has more opportunities to recoup some of the lost profits from providing rooms at a discount by selling additional services. for example, renting a conference hall, organizing a party, holding a seminar, etc.

8. A systematic approach to quality management in a hotel implies the process of creating internal and external benefits. The internal benefit is manifested in the improvement of the offered services, as well as in the overall positive effect of quality management. The external benefit of quality management is achieved as a result of objectives that influence customer behaviour. Managing satisfaction, customer loyalty and personal interaction with others can be indirectly influenced, thereby increasing hotel revenue.

The system of training and professional development of large hotel employees, as a rule, consists of three main blocks: training, evaluation and replacement of personnel. In small hotels, due to the small number of employees, it is not possible to include an employee replacement unit in the management system. However, the other two blocks are important for a small hotel with a large staff. The main priority in the business of a small hotel is the training and development of its employees.

## References

1. Браун, М. Г. (2005). Сбалансированная система показателей: на маршруте внедрения.
2. Саак, А. Э., & Якименко, М. В. (2008). Менеджмент в индустрии гостеприимства (гостиницы и рестораны).
3. Косолапов, А. Б., & Елисеева, Т. И. (2013). Практикум по организации и менеджменту туризма и гостиничного хозяйства. 5-е издание. Учебное пособие. "Издательство" Проспект".
4. Березовая, Л. (2022). История туризма и гостеприимства. Учебник для академического бакалавриата. Litres.
5. Кос, Е. (2020). Cross-cultural aspects of tourism and hospitality: A services marketing and management perspective. Routledge.



6. Weiermair, K. (2000). Tourists' perceptions towards and satisfaction with service quality in the cross-cultural service encounter: implications for hospitality and tourism management. *Managing Service Quality: An International Journal*, 10(6), 397-409.

