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## MARKETING STRATEGIES FOR MANAGING SMALL HOTELS IN UZBEKISTAN

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**Annotation:** *The hotel business has recently attracted the attention of not only large corporations or municipal associations, but also quite small companies and even private entrepreneurs. At the same time, not multimillion-dollar projects of large hotel complexes, but so-called small hotels are becoming increasingly popular. The ten-year evolution of the European hotel business has led to the emergence of an empirical proportion: 60% of guests are served by large hotels, 40% of the tourist flow is a guaranteed share of small hotel businesses.*

**Keywords:** *hotel, modern, small.*

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The development of small hotel businesses is aimed at solving such national economic tasks as efficient use of material, labor and financial resources that are not used in large-scale production; creating innovative potential for introducing technical innovations; creating a competitive environment; quickly responding to demand and filling market niches; reducing unemployment; mitigating social tension; training personnel for large hotel companies. partial transformation of the shadow economy into a legal small business. However, an analysis of the development of small hotels in Uzbekistan has shown that the unique role of this sector of the economy is still poorly understood in our country. In the total number of hotels operating in Uzbekistan today, small hotels occupy a very modest place: in Bukhara, they account for just over 5% of the hotel market (for comparison, in London, small hotels account for 15% of the market). In addition, the development of small hotels in Uzbekistan is currently constrained by a number of negative factors, which include: the lack of sufficient available space suitable for use as small hotels; difficulties in transferring small hotel premises from residential to non-residential; the emergence of difficulties for small hotels in the personnel sector; the presence of a high proportion of variables incorrect assessment of investment opportunities and errors in the formation of marketing policies for small hotels. Consequently, small Russian hotels and the industry as a whole are faced with the task of finding such methods for building an effective management system that would strengthen the market position of each small Russian hotel separately and thus contribute to the further development of the entire hospitality industry as a whole. Issues of effective marketing management of small hotels in Uzbekistan are still not given enough attention. Research in this area is fragmented and far from developing a comprehensive methodological software for the development of small businesses in the Russian hospitality industry. Thus, it should be recognized that the topic of this dissertation research is relevant and has both theoretical and significant practical significance. The dissertation is, in essence, a systematic study of the activities of small hotels and a comprehensive development of methodological and practical recommendations for the formation of small hotels in Uzbekistan. Effective management system for marketing activities of small hotels. The solution of this problem will allow small hotels to use promising marketing strategies for their further development in Uzbekistan. The specifics of hotel services are that their quality can be assessed



both objectively and subjectively. An objective assessment is expressed in the availability of the material and technical equipment of the hotel room, which should be in the hotel in accordance with the category assigned to the hotel, and subjectivity is presented in the form of an assessment of the service by the consumer depending on his mood, state of health, well-being, general cultural characteristics and values, etc. A hotel service has four characteristics that distinguish a service from a product: 1) impalpability, 2) continuity of production and consumption, 3) variability, 4) inability to store. At the same time, hotel services are characterized by some peculiarities in comparison with services as such: hotel services depend on such variables as time and space; external factors that have a force majeure nature have a significant impact on the quality of hotel services; hotel services are complex (and consist of: 1) services that precede the conclusion of the contractor's contract with the customer (booking a room, arranging a hotel stay); 2) placing the consumer in the room and providing a list of services that are included in the room price; 3) additional services); the hotel service provided by the contractor is always expressed in the form of active actions (reception and accommodation in the room, maid cleaning, delivery of correspondence hotel services are the subject of not only a contract for the provision of paid hotel services, but also a contract for the provision of tourist services. The current legislation of Uzbekistan does not explain what "hotel services" are, despite the fact that this term is actively used in regulatory legal acts, legal and economic literature. Analysis of the definitions of the concept of "hotel service", given by A.V. Sorokina, M. Turkovsky and other scientists, allows us to conclude that most authors consider the hotel service as a complex service, which includes the provision of a hotel room for temporary accommodation and a set of services united by a common goal-creating conditions for a comfortable stay in the room and in the hotel as a whole. Thus, in the dissertation under the hotel service we will understand the totality of actions of the contractor (hotel) to meet the individual consumer's need for temporary accommodation in a 10-room hotel room and other various services that are both included in the room price and are additional. Currently, the role of such a component of hotel services as additional services is increasingly increasing. Additional services, in turn, are divided into three groups. The first group includes services that the hotel is obliged to provide to the consumer at no additional cost: calling an ambulance; using a first-aid kit, delivering correspondence to the room upon receipt; wake-up service at a certain time. The second group includes services that are not included by the contractor in the room price, but they are provided on the territory of the hotel. These services can be provided to the consumer for a fee and with their consent (dry cleaning, laundry, massage services, bar, restaurant, beauty salon, etc.). The third group includes services that the consumer has the right to demand, and the contractor, in turn, has the right to provide them. These services can be described as isolated, atypical (the consumer demands to deliver *какуюнибудь* some exotic food to his room, etc.). The study of hotel business management issues requires a detailed analysis of the current state of affairs in the global hotel market and identifying prospects for its further development.

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