**Republic of Uzbekistan
Ministry of Higher and
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Bukhara State University

**Social-economic Faculty
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BACHELOR THESIS

**Utilizing Foreign Experience in Development of Hotel
Industry**

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Student   of   "5610200   –

Creation

*and Management of Hotel
Industry" specialization*

Supervisor: A.T.Juraev

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Republic of Uzbekistan
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Speciality: *"5610200 – Creation and Management of Hotel Industry"*

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T A S K
to graduate qualification work of Giyosiddin Izzatullayev
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Theme: Utilizing foreign expèrience in development of hotel industry.

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Introduction

Tourism has become one of the leading spheres in the service sector of the world economy. Every year, hundreds of millions people move internally o internationally for tourism objectives. Service providers, among which are individual entrepreneurs, tour companies, agencies as well as government try to attract more tourists, as this is related with their income increasing. Nowadays, where tastes may differ from each other sharply, they try to identify exact needs and provide the service.

As a result, creation of new tourism routes is one of the important issue that providers are trying to fulfill. Thematic routes are getting popular. Themes can vary from films to songs, from sports to work, from oriental to western and others.

Uzbekistan, possessing huge potential in tourism development, has to use this potential in an appropriate way. Although there are many opportunities, process of creation of new tourism routes is moving slowly. These all factors underline the actually of this graduate qualification work.

Main aims of the work include:

➢ To identify the role of hospitality and hotel industry to the development of the country's economy.

➢ To identify the place of tourism routes in regional tourism development

➢ Likewise, understand and use in an appropriate way the foreign experience depending on our nationality and mentality.

➢ To provide information about the hotels in Uzbekistan to the world.

➢ To analyze the best practice in foreign countries in hospitality and hotel management.

➢ To prepare recommendations on possible ways of new technologies, foreign experience in adoptized pace.

The idea of utilizing foreign hotel industry experiences are given as the main novelty of the work. It will be also presented as a separate recommendation of the graduate qualification work. The work includes some graphic material, related with the content. It has an introduction, three chapters, conclusion and list of references, which were used in the preparation of this work.

Furthermore, the paper analyzes the contribution of innovation in the field of hotel industry. The subject of the thesis is developing innovations (in tourism sector, service innovations and hospitality) via current innovations which is used in best hotels in the world(technology) or new best innovative hotel plans in regions.

The object of the research is analyzing special features of innovations in the field of hotel industry and giving recommendations and investigating more new innovative plans for hotels of Uzbekistan.

The purpose and missions of the research: The purpose of choosing this research is to explain the role of innovation in hotel and tourism industry that can be used as increasing the number of tourists in Uzbekistan by effective best innovative plans for hotel industry. During our talk, we will try to explain as much as we can in easiest way. We prepared some facts and vary information about well known countries like USA, Great Britain and Spain. Mostly I we paid more attention to the Spain's tourism as it comes both arrivals of tourists and effects of tourism in the GDP of the country on the second stage from all over the world after USA and France. Why these countries because nearly the whole part of the economy of these countries are covered with tourism and receipts from the arrivals.

Nowadays, Uzbekistan pays a great attention to the development of the Tourism especially, hospitality industry. We are very proud of being abroad and able to see many ways and things that we can create in the future of hotel industry in Uzbekistan. Also below we brought our article

which was printed in "silk&spices" in Bukhara.

This thesis consists of introduction, 3 chapters and conclusion, annotation, references as well as appendix.

The introduction informs about the urgency of the topic, research approach of problem context, object and subject , the purpose and missions of the research.

The first part is dedicated history and definition of innovations, the impact of innovations on the efficiency of the hospitality around the world

The second part is named as Specialization and Consideration effect of Foreign countries experiences and it clarifies the role of innovations in tourism sector, best practices of world well known countries innovations in hotel industry.

Finally, **the third part** is more practical which is analyzed needs for innovations in hotels of Bukhara and plan of innovative development at Bukhara Hotel via giving the precious advices.

In **conclusion** part, the chances and prosperity of innovations are defined with giving some useful recommendations.

CHapter 1. Hospitaliy is a key to prosperity of Hotel Industry.

1.1 *Hospitality industry an overview*

Where money from one country is exchanged for that of another. The system by which one currency is exchanged for another; enables international transactions to take place. Tourism is the largest export industry in the world. International tourism is the largest single item in the world's foreign trade and for some countries it is already the most important export industry and earner of foreign exchange. The impact of tourism on national economies is becoming increasingly important today because of the growing size of the tourist market. It is recognized so by the World Bank and the World Tourism Organization. 27 September has been earmarked as World Tourism Day. The travel and tourism sector creates more jobs per million rupees of investment than any other sector of the economy and is capable of providing employment to a wide spectrum of seekers from the unskilled to the specialized, even in the remote parts of the country.

In terms of Tourism, the concept of Hospitality have the same meaning. Hospitality is all about offering warmth to someone who looks for help at a strange or unfriendly place. It refers to the process of receiving and entertaining a guest with goodwill. Hospitality in the commercial context refers to the activity of hotels, restaurants, catering, inn, resorts or club who makes a vocation of treating tourists. Helped with unique efforts by government and all stakeholders, including hotel owners, resort managers, tour and travel operators and employees who works in the sector. Uzbek hospitality industry has gained a level of acceptance world over. It has yet to go miles for recognition as a world leader of hospitality. Many take Uzbekian hospitality service not for its quality of service but Uzbekistan being a cheap destination for leisure tourism. With unlimited

tourism and untapped business prospects, in the coming years Uzbekistan hospitality is seeing green pastures of growth. Availability of qualified human resources and untapped geographical resources give great prospects to the hospitality industry, especially let alone its place in the great silk road. The number of tourists coming to Uzbekistan is growing year after year. Likewise, internal tourism is another area with great potentials.

The hospitality industry is a 3,5 trillion dollar service sector within the global economy. It is an umbrella term for a broad variety of service industries including, but not limited to hotels, food service, beverages, and tourism. The hospitality industry is very diverse and global. The industry is cyclical: dictated by the fluctuations that occur with and economy every year.

Today hospitality sector is one of the fastest growing sectors in Uzbekistan. It is expected to growth at the rate of 8% between 2007 and 2017. Nowadays the travel and tourism industry is also included in hospitality sector. The boom in travel and tourism has led to the further development of hospitality industry. The hospitality industry consists of companies within the food services, accommodations, recreations and entertainment sectors.

¨A Guest higher than own father (Mehmon otangdan ulug´)¨ we have all heard this phrase many times during our childhood from our parents and grandparents. We can also find its presence in our religious epics. Hospitality is deep-routed in our traditions and comes as an integral part of our heritage. In very simple terms, hospitality is the art of being warm to strangers and has been derived from the latin word hospitalitem which means ¨Friendliness to guests¨.

Challenges for Hospitality Industry

1. Shortage of skilled employees: One of the greatest challenges plaguing the hospitality industry is the unavailability of quality

workforce in different skill levels. The hospitality industry has failed to retain good professionals.

2. Retaining quality workforce: Retention of the workforce through training and development in the hotel industry is problem and attrition levels are too high. One of the reasons for this is unattractive wage packages. Through there is boom in the service sector, most of the hotel management graduates are joining other sectors like retail and aviation.

3. Shortage of rooms: the hotel industry is facing heavy shortage of rooms. It is estimated that the current requirement is of ¨   ¨rooms.

4. Intense competition and image of Uzbekistan: The industry is witnessing heightened competition with the arrivals of new players, new products and new systems. The competition from neighboring countries and negative perceptions about Uzbek tourism product constrains the growth of tourism. The image of uzbekistan as a country overrun by poverty, political instability, safety concerns and diseases also harms the tourism industry.

5. Customer expectations: As Uzbekistan is emerging as a destination on the global travel map, expectations of customer are rising. The companies have to focus on customer loyalty and repeat purchases.

6. Manual back-end: Though most reputed chains have IT enabled systems for property management, reservations, etc., almost all the data which actually make the company work are filled in manual log books or are simply not tracked.

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1.2. The place of Customer Relationship Management(CRM) in Hotel Industry.

CRM(*Customer Relationship Management*)- is a business strategy; one that puts the customer at the heart of the business. Thevalue of a customer relationship is well recognized by many leading companies, especially by those in service sector. For the high quality hotel enterprises, applications of Customer Relationship Management (CRM) is a great opportunity to increase customer values and provides a way to systematically attract, acquire and retain customers. In the future also, customer relationship management and knowledge management together will help businesses accumulate customer knowledge build up better relationships between them and their customers enhance customer satisfaction and achieve business excellence. One of the greatest strength is to attention to details, to focus on the bit about small little things that make difference when it comes to comfort, productivity and also the staff. In CRM the detailed attention is made which is unattended and which can really reduce the cost. Let's see a little about the history of CRM in order to have an short overview.

The term CRM first coined in mid-1990s. Those days it referred to the software used to help business manage their customer relationships. The last couple of years have seen the term broaden to encompass a more strategic approach and the investment of billions of dollars worldwide into CRM solutions and services has followed. Customer Relationship Management is more than the practice of collecting guest-centric data. It´s the art of using historical, personal and experiential information to personalize a guest´s stay while generating incremental revenue opportunities. CRM has already made a big impact in the world of

Customer Service and will continue to do so. As more and more companies become customer-centric those that fail to do so will lose competitive advantage. As technology increases to develop at a startling rate the key emphasis will be how we can fully utilize it within our business.

However let´s not lose sight of the fact that Customer Relationship Management is about people first and technology second. That's where the real value of CRM lies, harnessing the potential of people to create a greater customer experience, using the technology of CRM as the enabler. CRM may or may not prove to be the answer to providing excellent customer care, but the philosophy of putting customers at the heart of our business is definitely a step in the right direction.

Let´s count the key benefits together

1) Maintain one set of customer information and make that accessible(role based) wherever and whenever it is needed.
2) Enable to have 360-degree view of the customer and achieve excellence.
3) Increase in customer acquisition, retention, loyalty and profitability.
4) Automate the sales process, increase in number of opportunities through constant follow-ups.
5) Empower sales team with real-time pipeline and forecasting to direct focus to most profitable opportunities.
6) Quickly identify and provide response to your most profitable customer issues and prospects.
7) Enable marketing professionals to quickly measure response to marketing initiatives (like a advertisement, exhibition, trade shows, cold calls, E-mails, Tv shows and etc.) Real-time basis and leverage the most successful campaigns.
8) Achieve customer satisfaction by decreasing customer response time.

9) Reduce call-handling time by providing knowledge base that incorporates powerful search capability in order to quickly locate the relevant data and solve the customer problems.

10) Document management saves time in searching the required document when online with the customer.

11) Send and receive fax from the application

12) Schedules appointments, meetings, calls, set reminders, keep you alert of all the important activities.

13) Marketing activity reports are available on-line for analysis and immediate action.

Here are some applications of technology in CRM

Call Centers- These are organizations which deal directly to customer interactions. These are otherwise known as "Customer Care Centre" or "Contact Centre" indicating more technological sophistication and multichannel support. Call-centre technologies entered the market place to effectively alleviate some of the repeat work and increase efficiencies, allowing companies to handle escalating call volumes.

Customer Service Representatives (CSRs) could look up similar calls and resolutions while a customer was on the phone, without having to repeat research. The software tools being used in the call-centers also provide forecasting of call volumes to ensure adequate call centre staffing.

Web based self-service: The customers themselves, without the help of a live person can resolve their problems or find out answers to their queries using a web. This model is founded on the principle of enabling customers, partners, and employees to obtain information´s or conduct transactions directly over the internet, avoiding time consuming and costly traditional processes involving multiple verbal or written interactions. It provides control, performance, convenience and efficiency.

Customer Satisfaction measurement: Survey mails are the major way for companies to monitor customer satisfaction. Nowadays, these survey forms are even personalized to specific customers or customers groups. Responses are input into customer databases and included as part of individual customer profiles. Such tracking of customer satisfaction over time enables a company to fine tune how it communicates with its customers according to their preferences. Now the paper based surveys are giving way to electronic surveys. One may take it easy, of course it is.

Call-Scripting: Automatic scripts generated for customer service representatives, based on an individual customer´s segment and customer profile contents. Scripts remove the guess work from determining how to respond to a customer query or complaint, guiding representatives through a dialogue with the customer and thus optimizing discrete customer interactions.

Cyber agents: This is a kind of an improved or modified form of concept of self-service. Cyber agents are lifelike representatives normally depicted on a company´s website as a real person. This attempt to pull together the best of both personalization and advanced technology. It is given a personality and is having facial expressions and volume. Usually a cyber agent addresses the web visitor with his or her first name. It can draw from the wealth of detailed information to answer basic FAQs as well as guide a customer to the appropriate screen for a definite purpose.

Web site: It is the efficient and effective use of worldwide web for providing information to the customers, by a company who had created that site, in a hassle-free manner. The main advantage of a web site its 24-hoursa accessibility. Usually gathering information form the site is a simple task is cost-effective. In the US and in the developed countries web is extensively used. In the case of monetary transactions, if it is a high involvement activity most of the customers prefer the offline mode mainly

due to their concern over security problems in moretary transactions, through the net. CRM is we noticed before a business strategy to select and manage valuable customer relationships. CRM requires a customer-centric business philosophy and culture to support effective customer relationship management, provided that an enterprise has the right leadership, strategy and culture.

In hospitality, each customer relationships has value and should be managed effectively. There is opportunity for repurchase and recommendation from each past customer. The administration of the information about this past guest and the effective integration of the information into frontline guest services programs is the challenge of CRM implementation.

Tactically, where does CRM start? The recommended implementation of costumer relationship management typically looks like. Statistically valid customer satisfaction measurement.

From the very top of the organization, there should be a commitement to CRM including customer satisfaction, employee satistifaction and a desire to have one voice to the costumer. We searched more and more offerings that in CRM and gradually come to mind below:

1) Develop comprehensive guest profiles from reservation information and demonstrate to guests that the property is in touch with their needs.
2) Drive guest-centric data down to the transaction level, allowing employees and guest-facing technology to deliver greater value to the guest.
3) Generate a realistic profile on the spending and stay patterns of guests, allowing the property to create guest-centric marketing for increased loyalty and spending.

4) IT′s all about the technology- Technology certainly plays an important role in the implementation of successful CRM project. However, it is not a silver bullet that will solve all problems or open the doors. It is important to remember that all technology decisions are only relevant in a business context. All the technology in the world is cool, but if your business process aren't set up to effectively utilize these resources, your company will be added to the statistics of failed CRM implementations.

5) Implementing an effective CRM solution is not complex. Adequate planning, effective communication, stakeholder involvement and mistake avoidance will ensure that your initiative gets off the ground easily, and places you squarely in the exalted ranks of successful CRM implementers. The first thing you find when looking into the world of Customer Relationship Management is the number of different definitions in use today.

1.3 *CRM software for the Hotel Industry. An overview of the Software used in Hotel Industry for CRM*

(Guest Ware)

E-CRM application in hotel industry are straddling across business functions to retain capture and capitalize on costumer data, for example integrating all aspects of business process and systems by keeping the costumer as the core. E-CRM projects are no longer viewed as stand –alone implementations but are now being increasingly pursued in context of larger business objectives and core strategic agendas. Corporations realize that the true values of their customers in down turn are the ones that will be equipped, tied over the slump and jump start , consolidate and thrive.

Here we mention components of e-CRM in Hotel Industry below:

Sales functionality: Contact management profiles and history, account management including activities, order entry, proposal generation

Sales management functionality : pipeline analysis, forecasting, sales cycle analysis, temporary alignment and assignment, roll up and drill down reporting.

Telemarketing, Telesales functionality: call list assembly, auto dialing, scripting, order taking.

Time management functionality: single user and group calendar\scheduling, e-mail

Customer service and support functionality: incident assignment, escalation, tracking or reporting, problem management and resolution, order management and promising, warranty and contract management

Marketing functionality: campaign management, opportunity management, web-based encyclopedia, configuration, market segmentation, lead generations and enhancement or tracking

Executive information functionality: extensive and easy to use reporting

Data synchronization functionality: mobile synchronization with multiple field devices, enterprise synchronization with multiple database and application servers

E-commerce functionality: manages procurement through EDI link and web-server and includes B2B and B2C applicants

Service support functionality: Worker orders, dispatching, real time information transfer to field personal via mobile technologies

Guest Ware is a unique Customer Relationship Management System (CRMS) designed specifically for the lodging industry to provide personalized guest recognition and exceptional service quality. Leading hotel management companies use Guest Ware to improve guest

satisfaction, lower operating costs, build guest loyalty and increase revenues. For further information click this link. ([www.guestware.com)](www.guestware.com)

Guest Ware is installed in over seven hundred hotels and resorts worldwide; including Marriot International, Kimpton Hotel Group, Hyatt Hotels, Star wood and many independent hotels and resorts. Let´s see some important characteristics about CRMS

Marketing Solution- The CRM Approach. Now more than ever, it is critical for hospitality sales and marketing professionals to maximize their return on investment(ROI) in marketing. Experts agree targeted marketing to existing customers is the best way to increase marketing ROI. Most industry consultants estimate the cost of finding a new customer is between 5 and 10 times the cost of retaining an existing customer.

Improvement Analysis- Implement Process Improvement. Industry surveys show that guests are less likely to return if they experience a problem during their stay. Guest Ware´s Improvement Analysis tools provides with the information to eliminate recurring problems and keep guests coming back, so to lower operating costs and increase guest satisfaction at the same time.

Comment Card Tracking- Listen to your Customers. Customer survey on restaurant or an extensive questionnaire of guests, the Guest Ware Comment Card Tracking system assits to manage customer feedback. Guest Ware will improve productivity in follow-up process and provide valuable management reports to maximize the benefits of your surveys.

Guests Ware Enterprise Solution-For Effective Means. Intended for hotel chains, brands and management companies, the Enterprise Guest Ware database maintains a single view of the costumer essentials for CRM. Enterprise Guest Ware enhances property management systems(PMS) and central reservations systems (CRS). It allows hotel companies to implement enterprise CRM while leapfrogging existing hotel technology investments.

Communications Server- Two way Messaging. The Guest Ware communication Server integrates two-way massaging with Guest Ware´s Rapid Response. It allows staff to receive and close requests and maintenance issues from a pager or cell phone. The software helps streamline service delivery and uses existing e-mail systems or a modem to communicate with most two-way messaging devices.

With the latest offerings in CRM, Hoteliers can:

- Develop comprehensive guest profiles from reservation information and demonstrative to guests/costumers that the property is in touch with their needs

- Drive guest-centric data down to the transaction level, allowing employees and guest-facing technology to deliver greater value to the guest/customers.

- Generate a realistic profile on the spending and stay patterns of guests, allowing the property to create guest-centric marketing for increased loyalty and spending.

Complaints Handling. Few companies, use or pay attention to complaints. Who wants to hear what they are doing wrong, especially if the criticism is well founded. It is estimated that 90 percent of dissatisfied customers whose problems were not solved will never do business with the retailers that sold them the product nor will they again buy the product that caused the problem. In case of hotels customer/guest is more likely to switch if the provided service is not satisfactory to their expectation.

On a personal level we all know what our faults are but we get defensive way they are repointed out. We are also aware of weaknesses in our job performance, problems in our organization and imperfections in its products and services. But reacting to criticism is difficult. We tend to respond in a guarded and defensive way, which may avoid squarely confronting the real problem. Likewise, companies tend to let themselves

off the hook too easily:¨We never could have satisfied that customer.¨ The astonishing news is that those people who do complaint and have their problem taken care of , tend to be more loyal to company than the people who were satisfied in the first place. World-Class companies see complaints as opportunities to improve, to impress customers and to turn complaining customers into loyal ones. Briefly, you can see in the 1-schedule below.

1-schedule.

Value chain of customer interaction in hotel industry and possible benefits of e-CRM

Customer Research	Pre-sale interaction	Sale Transaction	Routine Post-sale interaction	Non-routine post-sale interaction
Consumer Buying behavior Payment patterns Consumer profiles	Comparison of Hotel products Customization of products Clarification of FACs and specific queries	Order placing Payment Order processing Payment processing	Routine information sharing(new products, services, advisory services etc.) Investment specific information sharing Short term payments/redemptions	On time/end time settlement Claims processing in times
Accuracy comprehensiveness	Decision making customization scrutiny	Speed accuracy delivery	Speed transparency	Accuracy fairness speed transparency

Source: Raghunath S., Josep Shields (2001, ¨Introduction of e-CRM in Indian Hotel Industry, CRM –emerging concepts, Tata McGraw Hill)

Chapter 2. Specialization and Consideration effect of Foreign countries experiences

2.1 Jordans New Hotel Standarts

The Middle Eastern state of Jordan has launched a new hotel classification system, providing food for thought to other countries looking to improve their systems. Hotel classification standards vary widely around the world and can be exceptionally confusing for travelers. Although most establishments use the one-to-five star rankings, there are no international guidelines on how they should be used, leading to discrepancies in standards between hotels of the same "ranking."

Jordan's new system aims to eliminate this discrepancy by focusing on services as well as facilities. At the base of all star levels are a set of standards to ensure the basic needs regarding safety, hygiene, and comfort are met. Past this, a further set of "optional" points allow establishments to obtain a star level by customizing their services for business travelers, luxury offerings, spa facilities, etc.

Three Jordan hotels have already been classified under the new system, and a team of ten assessors are now working their way around the country to reclassify all of the hotels in the country by January 2011.

"Today tourists expect more and advancements in technology are setting new standards for tourism products," said a spokesperson. "This new hotel classification system will ensure that Jordan can compete on an international level and that the tourism experience meets and even exceeds visitor expectations."

The Hotel stars Union, a European group of hotel associations, was formed in 2009 to try to formalize star rankings in Austria, the Czech Republic, Germany, Hungary, the Netherlands, Sweden and Switzerland. It

has laid out its definition of expected services at different star levels, such as the provision of soap and body wash at one star level or fresh flowers in rooms and a one-hour pressing service at five stars. A key initiative of the Jordan Tourism Development Project was changing Jordanians misconceptions about tourism by educating the public. The initiative touted tourism´s opportunities and challanged the stigma attached to working in this industry. To achieve this, the Project conducted an awareness survey to assess public views and developed a National Tourism Awaraness Strategy. The Project then partnered with MoTA to implement a nationwide campaign.

¨While Jordan has many magnificant sites to offer visitors, it is the people of Jordan who can have the greatest impact on the tourist experience, whether they work directly or inderectly in tourism, or simply encounter tourists¨

H,E. Ms Maha Khatib, Minister of Tourism and Antiquites

The National Tourism Awareness Campaign in Jordan was launched targeting six groups in nine cluster areas:

1) Policymakers
2) Students
3) Teachers(as career influencers)
4) Employers
5) Tourism sector employees
6) The media and public

Campaign activities combined marketing, public relations and education to reach target audiences. The campaign was implemented in two phases:

The first phase targeted groups that played influential roles in changing perceptions of tourism: policymakers, teachers and workers in the industry.

The second phase did outreach to Jordanians at large through posters, brochures and flyers with the message ¨Tourism enriches our lives, ¨which were distributed to all sectors across the Kingdom. The campaign´s first phase delivered key tourism message and information through print media, awareness workshops, seminars and training. As part of this, 300 teachers were trained to deliver awareness courses supported with a comprehensive teacher´s kit with booklet, handouts and audiovisuals. It is estimated that these teachers reached 50.000 students with the positive message about tourism. A national tourism poster competition attracted entries from 2,000 students around Jordan.

Also, 250 taxi drivers and more than 250 tourist police were trained in tourism awareness, tourist care and welcoming skills. More than 300 policymakers were informed of the importance tourism to Jordan through town hall meetings. In the second phase of the campaign, more than 700.000 posters and brochures were distributed to students, teachers, policymakers, workers, media and general public through schools, workshops, the Jordan Central Post, Social Security Corporation, inserts in newspapers and major mails in Amman, Aqaba and Irbid. In addition, promotional materials such as calendars, caps and mouse pads were distributed.

As a result, more than two million Jordanians have become more aware of the importance of tourism to the country´s economy and the difference it can make to their lives. Let's see and realize from the 2-schedule below.

2-schdule.

Target Audience	Quantity Distributed	Circulation Reach	Item	Channel of Distribution
Students	500,000	1,5 mln	Brochure	Via Ministry of Education and Ministry of Tourism&Antiques
	5,000	50,000	Poster	To schools via Ministry of Education and Ministry of Tourism&Antiques
Teachers	5,000	15,000	Pamphlet	To industry via MT&A
Workforce	5,000 10,000	50,000 30,000	Poster Brochure	To industry via MT&A MT&A
General Public	50,000 70,000 50,000 5,000	250,000 350,000 250,000 25,000	Brochure	Central Post Office Inserts in Social Security mail Ad-dustour newspaper inserts Shopping mail distribution
Policymakers	1,500	1,500	Pamphlet	MT&A
Media	1,000	1,000	Brochure	Personal delivery
	700,000 plus	2,5 mln		

Source: Jordan Tourism Development Project 2007.

Likewise, we know nowadays tourists when planning holidays, most of them book their trips online, but booking engines often take a hefty commission on hotel reservations. Local association has offered a solution, along with additional services.

The Jordan Hotels Association (JHA) launched a new website, (www.johotels.org), to serve tourists and the hospitality sector in the Kingdom, offering hotel reservations with minimal commissions.

Tourists can book hotel directly through the website, but unlike international hotel reservation platforms which charge up to 20 percent

commission, the JHA site charges only 3 percent, to cover operating costs, according to JHA President Michael Nazzal. The website will serve the whole hospitality sector and its investors by providing up-to-date statistics on how many tourists are visiting Jordan, how long they are staying and their nationalities.

The most important feature of the website is the reservation platform that is Integrated with the Jordan Tourism Board website, www.visitjordan.com, which has 4 million visitors yearly. Hotel guests can leave reviews on the website, or send complaints, Nazzal said, adding that the feature would help improve the industry's perfor   mance and we also agree with that.

The JHA, founded in 1969, works to improve the hospitality sector by protecting hotels' interests and upgrading their services to international standards.. "The association monitors hotel standards, helps in hotel classification in Jordan and provides training to hospitality students and employees in cooperation with the Jordan Applied University College of Hospitality and Tourism Education. Currently, hotels in Jordan have a capacity of 30,000 rooms.

2.2 Hotel Intelligence USA, New York

New York is the most liquid hotel investment market in the world. Hotel performance is under pressure in 2017 given the city´s elevated supply pipeline, economic volatility in major source markets and the impact of home-sharing sites, but New York will remain hotel investor´s top global target. New York is undergoing a number of major development projects that are changing its profile and solidifying the city´s position as one of the leading global cities. The transformation of downtown anchored by the new World Trade Center, the revitalization of Brooklyn and the

development of Hudson Yards are a few projects changing New York´s skyline. In 2016, New York saw a record 58,3 million visitors, marking a sixth consecutive year in visitation growth. Supported by a recent softening of visa restrictions, Chinese visitation recorded the largest year-over-year increase of 14 percent to approximately 852,000 unique visitors in 2016. The hotels and motels Global Market Briefing Report from the Business Research Company covers market characteristics, size and growth, segmentation, regional breakdowns, competitive landscape, market shares, trends and strategies for this market. The trends and strategies section highlights the likely future developments in the hotels and motels market and suggest approaches. Here we bring some reasons to purchase below:

- Get up to date information available on the hotels and motels market globally
- Identify growth segments and opportunities
- Facilitate decision making on the basis of historic and forecast data and understand the drivers and restraints on the market
- Develop strategies based on likely future developments
- Gain a global perspective on the development of the market.
- Reports are updated with latest data and analysis and delivered within 3 working days of purchase

USA take it important that there are 5 reasons why hospitality establishments fail including:

➢ Hotel location
➢ Poor management
➢ Poor customer service
➢ Poor accounting
➢ Poor or non-exist marketing/advertising

The most important Trends of tourists demand in the development of specialized hotel industry in USA

Physical activity and sports orientation

- *Adventure tourism*
- *Alpine tourism*
- *Diving tourism*
- *Ski tourism*
- *Golf tourism*
- *Tourism of sport events and competitions*

Environment oriented tourism

- *National park and nature park tourism*
- *Rural tourism/agro tourism*
- *Park and arboretum tourism*

Learning oriental tourism

- *Specialized education oriented tourism*
- *Creative workshops*

Cultural tourism

- *Cultural event tourism*
- *Cultural landmark sightseeing*
- *Cultural itineraries*

Lifestyle oriented tourism

- *Rucksack tourism*
- *Gastronomic tourism*
- *Disabled tourism*

- *Enological tourism*
- *Health tourism*
- *¨Gay tourism¨ (weird to our religious)*

The early entrants which first turn towards a specific market niche achieve competitive advantage in relation to the late entrants, which, by their entry to the market, intensify the increase in demand and sales. They affect the creation of the critical mass and intensify the niche market, special interest tourism and specialized hotels.

Technology is advancing at a faster pace than ever before, and this is changing both the expectations of patrons as well as the way in which the hospitality industry conducts its business. Some of the trends in industry are leading to great improvements and savings for hospitality industry companies, while some are changing how hotel developers plan their buildings, infrastructure, management structure and staffing requirements.

Wi-Fi infrastructure overhauls. Nowadays, hotel guests who travel with devices such as phones, tablets and computers no longer see Wi-Fi as a perk, but as a must-have when they check in at a hotel. Hotel guests expected to be able to connect to the internet seamlessly and without too many interruptions, leading hotels to invest in better, faster Wi-Fi infrastructure so that people can do business and use their technology devices with ease when they book their stay.

Digital conference facilities. Besides being able to offer high density Wi-Fi for conferences and meetings, hotels also need to be able to offer access to audio-visual(AV) and digital facilities for conferences. While the amount of AV and digital equipment that goes into a typical conference room is fairly minimal, staging companies are often hired for

various projects in order to equip the facility as required. A key component in designing effective conference facilities that can accommodate this type of technology is creating easily accessible, concealed pathways in ceilings and flooring where adequate power and data connectivity can be facilitated. If a hotel has extensive conference facilities, network design becomes critical to ensure indoor mobile phone coverage, Wi-Fi connectivity, VoIP, real time location services (RTLS) and internet protocol television (IPTV) as well as all the accompanying AV and digital equipment.

Mobile communication and automation. In many airports, it's no longer necessary to stand in a queue to check in and people are expecting the same kind of easy, technology-driven check-ins at hotels. Guests want to be able to do everything from checking in at a venue's automated kiosk to ordering room service with a digital device instead of standing in queues and moving around the hotel premises to order food.

Thanks to digital innovation and social media, guests also expect digital interactions with the hotel to be personalized. When investing in digital apps for check-ins, room service and other customer-oriented digital interactions, hotel operators are investing in systems and technologies that can personalize the experience for guests, including a guest's name being displayed on the welcome desk at a digital check-in station; their food preferences or past purchases being displayed in a digital room-service order system; and similar.

In addition, the 'concierge in your pocket' concept is fast gaining popularity due to its ability to allow operators to include useful information such as surrounding entertainment venues; medical facilities; and similar services. Like many of the other technology trends in the hospitality industry, investing in a check-in/cocierge app requires a small initial investment and can lead to greater efficiency and savings as hotel staff are

able to focus on customer service and property developers don't have to create large static reception desks at each entrance and hotel location.

NFC technology. Near field communication (NFC) technology is the next-generation short-range high frequency wireless communication technology that gives users the ability to exchange data between devices. Communication between NFC devices can transfer data at up to 424 kbits/second and the communication is enabled when two devices touch each other, which makes mobile payments (by touching the smart phone to a credit card) an instant, secure process. This technology is also ideal for self check-ins by guests at hotels as well as the next trend in this article: smart room keys.

Besides payments and an easier way to gain entry to hotel rooms, NFC technology can also be used to personalize a guest's experience at a hotel or resort. For example, advertising can be targeted based on gender and age (so if a child walks by a digital sign in the lobby, the advertisement can change to promote a local theme park or the hotel's kids club) and this technology could also be used to track loyalty points from a guest's use of the conference facilities or room service. This opens many doors for hotels who want to offer a more personalized experience at their establishment.

Robots and infrared sensors. Some hotels are already offering more futuristic experiences, with robots delivering any items ordered through room service to a guest's door. A boutique hotel that is nestled between Apple's headquarters and other tech companies, called Aloft Cupertino, has a robot butler called Botlr that is able to move between the various floors of the hotel in order to take items such as toothbrushes, chargers and snacks to guests. These types of digital systems not only make it easy for hotel staff to deliver items to guests, but it also offers a forward-facing digital experience to people who stay at the hotel. Infrared scanners are now also used to minimize disruptions relating to housekeeping (which is a common

complaint from customers). Instead of hanging a 'Do Not Disturb' sign on doors or having cleaning staff wake up traveling guests with knocks and phone calls, hotel staff can take a more innovative approach by using infrared scanners that will detect body heat within a room and tell cleaning staff that they should rather come back later if the room is currently occupied.

Smart room keys. Hotels will increasingly install smart room access systems that allow guests to unlock their doors by simply swiping their phones across a keyless pad on the door. Starwood (owner of the Sheraton, Weston and "W" hotel chains) has already upgraded 30,000 room locks across 150 hotels with this system and Hilton will be implementing a similar system at 10 of their US properties this year. In 2016, they will be deploying the smart room key technology globally. This technology will mean that guests don't have to worry about picking up keys and front desk staff won't have to issue new keys in the event that a guest loses their room key.

Another innovative way to offer a keyless experience is through fingerprint-activated room entry systems and retina scanning devices. Retina scanning is even more accurate and secure than fingerprint scans and hotels like the Nine Zero Hotel in Boston have already installed an iris scan system in place of key cards to control access to the hotel's presidential suite.

Entertainment on tap. According to a Smith Micro Software trend report entitled The Future of Hotel In-Room Entertainment; people are increasingly plugging in their own devices for in-room entertainment. The hotel room's television, radio and clock are taking a backseat as travelers use their own technology to keep themselves entertained. An earlier survey by Smith Micro Software showed that 81% of respondents wanted access

to mobile video content at hotels and 55% said that mobile content availability at a hotel would influence where they choose to stay.

Cloud services. Being able to provide entertainment on tap and mobile content has led to the trend of hotels investing in cloud services. While hotels want to be able to offer digital content, they don't necessarily want to invest in IT infrastructure and IT staff, making cloud computing the ideal solution. Not only is the initial capital investment lower than IT infrastructure and servers, but it gives hotels the flexibility to expand and adjust their IT needs along with business growth, invest in upgrades without causing a complete IT system overhaul and it removes the administrative burden of managing an IT system in-house. Cloud computing is becoming the norm and we will continue to see hotel groups replacing their legacy IT infrastructure with cloud solutions.

Feedback on social media. Technology has infiltrated almost every aspect of our lives and hotel developers need to realize that almost any person checking in at a hotel, resort, spa or lodge, will have a smartphone in their pockets. Many companies in the hospitality industry are already using social media to their advantage as guests check-in on location-based social media apps, tweet about their experience on Twitter and share their holiday photos with friends and followers on Instagram and Facebook. This trend will continue and hotels can expect to see even more social media engagement from guests who use these platforms to give feedback about their experience, complain and give compliments about their stay. Hotel staff are also expected to provide feedback and address and complaints or queries from guests in real-time.

From an online, reputation management perspective, this is a trend that marketers and hotel management need to manage proactively. Consumers don't make decisions about where they're going to travel to or book a stay in a vacuum – they turn to community-developed content and

rating systems such as Trip Advisor and social media to make decisions about holiday destinations, hotels and leisure. This shift has led to many hotel and leisure groups developing active social media monitoring and communication strategies in order to stay on top of what's being said about them online and making sure that both marketing and operational staff address feedback that has been given online.

An additional way in which operator can take full advantage of technology in this space is using it to communicate how well they are doing (in real time) with respect to their various environmental initiatives (such as real time electricity/water usage reporting, etc.)

Converged LANs to support multiple services. Converged local area networks (LANs) will also help hotels to create more intelligent buildings. A variety of computer-based building services can be automated in order to control lighting, refrigeration, air-conditioning and heating. Besides reducing energy consumption, converged LANs can also be set up to provide a smarter, more personal experience. If a guest is known to prefer his or her room temperature at 18°C with the lights dimmed to 65%, for example, this can be programmed before the guest checks in at the hotel.

Integrated, seamless experiences. Technology doesn't mean that customer experience can only happen online and through devices, check-ins and online comments. All of these experiences need to be part of an Integrated, dynamic system so that the guests' experiences are at the forefront of the marketing and operational team's mind. If a guest leaves a comment about their stay when they check-out of the hotel, for example, the right people need to reply and acknowledge this type of communication. If a guest leaves a complaint about not being able to stream mobile content during their stay, then processes should be put in place to ensure the right person follows up by communicating with the guest and solving the problem at the hotel.

Marketing, management and hotel developers can no longer work in silos and these technology trends are giving them the opportunities, tools and solutions they need to create memorable experiences that can lead to positive change and growth in the industry.

2.3 Spain Hotel Market Review: Most Competetive Cities

According to the Institute for Tourism Studies, Spain is the second leading tourist destination in the world, preceded only by France and followed by the United States. In terms of tourist income, Spain also comes second, with U.S in first place and France in third. We can see from these statistics that Spain is a worldwide power in tourism industry. The tourism and hospitality industry is one of the main pillars of the Spanish and Catalan economy. This area includes the operation of facilities that enable tourists to stay in a place for a specific time. There are many types of accommodation, which can be grouped according to location(mountain, sea, etc.). Thus, there is a great variety of accommodation options such as hotels of different categories, guesthouses and inns, rural homes, spas, camping sites, hotels, mountain refuges and tourists apartments, among the others. It should be noted that, according to the Spanish Economically-Active Populaton Survey(EPA), the accommodation sub-sector employs 12.1% of all people working in the industry.

The tourism industry in Spain has benefit from the gradual upturn of the economy, which has stimulated tourism again both domestically and from the main feeder markets. Furthermore, the geopolitical instability of competitive destinations in the Mediterranean and other macroeconomic factors, such as the decrease in petrol prices or the depreciation of the euro, have also benefited Spanish tourism industry in general terms.

The results from 2015 show widespread performance recovery across Spanish destinations, which were more affected during the economic

crisis than sun and beach tourist areas, which proved more resilient. In this report, we have focused on those urban destinations, which are considered to be the most competitive in the country according to our criteria, which also coincides with the UrbanTUR report produced in 2012 by Exeltur, being Barcelona, Madrid, Valencia, Seville, San Sebastian, Malaga and Bilbao. These cities present a very interesting touristic evolution, not only from a hotel profitability perspective, but from also taking into consideration the tourist resources and other competitive factors, such as the relevance of the destination, its accessibility or the political priority given by institutions to tourism.

We also briefly review the hotel projects in the pipeline for the coming years, which show the increasing interest among industry players to develop quality accommodation in these cities. Looking forward the future, Spain believes that all these cities will continue growing in terms of tourism and each will have to adapt to its own circumstances. As the most consolidated urban destinations, Barcelona and Madrid will have to define their tourism model to continue developing the industry but will also have to manage some arising issues such as the emergence of illegal supply, the risk of oversupply or the tourism-phobia among residents. As for the rest of the cities, it is expected that they will continue to develop quality hotel product as well as tourism infrastructure to be able to attract more and better demand, allowing them to put the focus on increasing rates. We will try to explain briefly with the picture 1 below:

Summary of Hotels KPIs in the analyzed Cities

Picture-1

Summary of Hotels KPIs in the Analysed Cities

Widespread growth

In 2015 hotel profitability in urban destinations grew by 11.5%, averaging €55.7, according to Exceltur Barometer of Profitability figures. Despite this general improvement, many Spanish cities are still performing at levels well below those achieved in 2008.

The increase in profitability has been particularly driven by higher occupancy levels in Spanish city hotels (+6.4% / 2014) and, albeit to a lesser extent, hotel prices have also increased (+4.9%), averaging €83.3 for urban destinations, which is still below the €88.5 recorded before the economic crisis.

Due to the recent performance improvement and their future potential , the chosen cities are, in our opinion, the most interesting urban destinations in our country.

Hotels in Barcelona remain the most profitable with RevPAR well above the other analysed cities.

The most notable increase in terms of hotel profitability was registered in Seville, followed by Madrid, although the road to recovery especially in terms of ARR is still long for the capital city.

The map shows the main hotel KPIs during 2015 in the selected cities which are further analysed on the following slides.

Summary of Hotels KPIs 2015

Occ.: **68.8%**
ARR: **€73.6**
RevPAR: **€50.6**

Occ.: **68.8%**
ARR: **€113.7**
RevPAR: **€78.0**

BILBAO

Occ.: **77.5%**
ARR: **€117.6**
RevPAR: **€91.0**

SAN SEBASTIAN

Occ.: **71.8%**
ARR: **€83.1**
RevPAR: **€59.7**

MADRID

BARCELONA

VALENCIA

Occ.: **64.0%**
ARR: **€69.0**
RevPAR: **€44.1**

SEVILLE

Occ.:**68.5%**
ARR: **€79.1**
RevPAR: **€54.2**

MALAGA

Occ.: **73.1%**
ARR: **€76.1**
RevPAR: **€55.6**

In 2015 hotel profitability in urban destinations grew by 11,5%, averaging general improvement, many Spanish cities are still performing at levels well below those achieved in 2008.

Likewise, hotels in Barcelona remain the most profitable with RevPAR well above the other analyzed cities. The most notable increase in terms of hotel profitable was registered in Seville, followed by Madrid, although the road to recovery especially in terms of ARR is still long for the capital city. Now, we will analyze three cities in Spain considered as main part or like a heart of Spain.

Barcelona is leading city for hotel profitability in Spain. It is one of the preferred destinations for international travelers, which in the few years has noticeably increased 7,1% average amounting to more than 5,6 million in 2015. At the end of the year this result reached 7 million tourists, from this data 80% of foreigners. RevPAR increased by 12,8% to reach €91, which placed Barcelona at the top of Spanish cities in terms of profitability. In this year there was an increase of 7,3% in rates, reaching €117,6. Occupancy also recorded a growth of 5,3% reaching 77.5%. The compound growth rate in RevPAR has averaged 3,6% since 2009.

The thriving city recorded 615 open hotels(more than 74,000 beds) during 2015, a 6,2% increased compared to the previous year. According to our research, today Barcelona offers 180 more hotels and 983 more hotel beds than in 2015.

We made a research and found out Key tourist Attractions in Barcelona:

- La Sagrada Familia
- Picasso Museum
- Las Rambles
- Barcelona FC Camp Nou Stadium
- Modernist Park Guell by Gaudi

Tourism GDP Contribution 14%

Madrid is remarkable recovery of Spain´s capital city after tough years. Research shows that signs of recovery in the capital´s hotel sector, with considerable increases in the number of tourists. This trend continued in 2015, with over 8.8 million tourist arrivals, a 6% increased versus 2014. During 2015, Madrid stood out for the increase in foreign tourists (+10%), who represent half of total visitation to the city.

Madrid hotels RevPAR reached €59,7 in 2015, which is close to the €60.8 recorded in 2009, implying an increase of 12.9%. Hotels rates started to recover in 2015 (+4.9%) reaching €83. Occupancy has remained more stble during the period but increased up to 71.8% since the record(+7.5% in 20015) recorded 60.9% in 2009.

Let´s see key attractions of Madrid:

- Palacio Real
- Prado Museum
- Retiro Park
- Puerta del Sol
- Gran Via

Tourism GDP Contribution 6,3%

Valencia is growing appeal among international tourists. More than 1.7 million travelers visited Valencia in 2015 (+/,4), primarily thanks to the 13% increase in national demand. The share of international demand has expanded since 2009, increasing from 38% to 48% in 2015. In terms of overnight stays, they represent 56% of the total stays in the city(+4.3% CAGR since 2009). Talking about the hotel profitability, occupancy of hotels averaged 64% in 2015, lagging behind the previous year(-3.8%). Nevertheless, average rate performance improved (+3.8%) reaching and average price of €69, allowing hotel profitability to grow by 8,6% since

2014 (€44.1). Despite the growth in recent years, achieved rates are still below 2009 level.

The hotel base accounts for 133 hotels (17,610 hotel beds), remaining relatively stable since 2009 in cumulative terms. The past year a growth of 3,4% was recorded, going from an average of 128 to 133 open hotels throughout the year.

Now let´s give a short look at key attractions of this city:

- Ciudad de las Artes y las Ciencias
- Insitute of Modern Art
- Cathedral of Valencia
- Fine Arts Museum
- La Lonja de Seda

The tourism GDP Contribution is about 12.6%.

At the end of our talk, we want to make SWOT to mention all the aspects of Spain hospitality industry.

Weaknesses

- Deteriorating of global competitiveness due to the increasing prices in comparison to competitors and a smaller increase in productivity
- A culture of innovation in not settled in the country, as well as R&D culture. There is a small investment in innovation regarding the specific weight of the sector in the economy.
- The labour situation of professionals working in the industry, mainly in sun-and.beach tourism, is marked by seasonality and labour tourism.
- Low qualification of the people working in the industry. The tourism and hospitality industry and particularly the restaurant services sub-sector, has traditionally employed people with low level of professional qualification.

- The concentration of demand and supply in certain regions, as more than 66% of hotel rooms are in four Autonomous Communities.
- The need to renew specific tourism infrastructures and implement urban planning and landscape management master plans.

Threats

- The industry is made up of a high number of family companies with conservative management styles who find it difficult to adapt to and implement the social and technological changes experienced by the industry.
- The current economic situation may serve maintain the decrease in the number of overnight stays of tourists who are residents of Spain. The Spanish tourism industry may also lose more competitiveness.
- Low cost airlines have started operating in major airports and their use of secondary airports will depend on the freezing of fees by AENA.

Strengths

- Governments see sustainable tourism as a strategic priority. In fact, the Spanish Plan Turismo 2020 insists on the need to develop a sustainable model through the proper planning of new tourism products and the correction of existing ones, particularly in regards to some sun-and-beach tourism destinations considered ¨mature¨. This Plan entails, amongst other lines of action the creation of an Observatory of Tourism and Sustainability to assess the impact of tourism on the economy, the environment and society.
- Low-cost flights have favoured areas of Catalonia that, while considered tourist destinations, were not considered first-choice destinaitons.

- The internet has definitely taken root in the direct marketing of tourism products. Moreover, it is within the reach of any company, regardless of size or economic status.
- The rise of organizations that promote the adoption of quality seals ensures compliance with certain basic requirements of the tourism industry.

Opportunities

- Other factors of a social nature such as the fragmentation of holiday periods, not only Spain but also in the rest of European countries, make it possible for tourism consumption to take place throughout the year and not just during the summer period.
- The growth of urban, cultural, gourmet and sports tourism already generates new business opportunities, which can in turn generate new employment in the industry.
- Strengthening cruise tourism, which currently involves more than 2 million tourists in Catalonia. This trend may result in new job opportunities for cruise ship staff and crew.
- The appearance of low-cost transoceanic flights will open new doors to tourism brands that know how to sell and have a consolidated image of quality.
- Today the analyze of the models and the new marketing strategies based on ICT technologies are essential to the future of the sector. In fact, the key players in the field of marketing focus to generate knowledge and content in real time.
- Develop a digital strategy, with global vision, focusing on loyalty, differentiate and get a good brand position is the commitment of future companies.

- Increasing the training and the qualifications of staff with that aim of enhancing the quality of services and improving the image of the industry.

- Improve the coordination of tourism promotion activities of different destinations and administrations, preventing dispersion, to achieve scale economies and make an intelligent use of them.

Chapter 3 By utilizing foreign experience reduce the conundrum of Hotel Industry in Uzbekistan

3.1 THE WAYS OF TOURISM DEVELOPMENT IN BUKHARA

Tourism is known one of the largest and fastest growing industries in the entire world. It is an increasingly important source of wealth, income and employment in many countries. However, its rapid expansión has also had detrimental environmental and socio-cultural impact in many regions. It is also considered as an interesting possibility for sustainable development in developed and developing countries. As a result, the economic impact of tourism is linked to its unique characteristics as an ample and interrelated set of locally provided services directly and indirectly linked to the tourist experience like accommodation, restaurants, bars, cultural attractions, local transports, health services, waste management, and so on. From an empirical point of view, the impact of the tourism sector at a regional and national level has been widely explored by scholars. Many of these scholars investigate the Tourism- Led Growth (TLG) hypothesis, which specifically refers to the economic impact of international tourism arrivals, receipts, or consumption in developed or developing countries. We mentioned the place of statistics, how important is this in once´s counry´s economy.

In Uzbekistan, especially in the región of Bukhara it is most important and essential industry, as the city has many opportunity to attract foreigners. But despite the modern amenities and historical and cultural place of interests, there are some problems with both arrange and in service sectors. More or less we guess it because of people who work and service they are just limit with what they have or they just dont want to push themselves. It sometimes happens beacuse of our limited knowledge, lack

of experience and lots of careless and irresponsibility. But on the other hand it harms the whole economy and the authority of country.

Among the other ways of improving the tourism in Bukhara we recommend below the things that we think essential to do, but first of all we have to mention that the basic purpose of development is to enlarge people´s choices and provide them the better condion of living and servicing.

In any business, a solid marketing strategy is critical to building a Brand, attracting new customers and maintaining loyalty. Especially in tourism. The Hospitality industry is no different, because customer loyalty is key, marketing managers and executives devovote a lot of time and resources to building Brand awareness and creating ongoing, interconnected campaigns. We remember of the well known economic said that¨tourism is the large business, huge money conseption and easy way of attracting foreign currency. We all know that Hospitality sales are different from consumer godos sales because marketers must sell tangible as well as intangible products. In many cases this means that they are marketing services rather than goods, and success hinges on creating the right feeling in the consumer.

Because of hospitality industry is mostly made up of tourism and other experiential services, a consistent Brand identity is also important. The main of our goal shoud follow the same pace as you see.

1)Research

2)Awareness

3)Promotion

4)Realationships

Research- one may ask why we need to pay extra for researching. Well, importance of that is customers choose hotels and other hospitality services for a variety of reasons. From location to facilities and perks,

companies have to be sure that they´re providing what buyers are looking for. The role of marketers is to identify what factors make customers choose a particular hospitality service, and this requires extensive research.

Awareness- we share the idea that if pottential customers don´t know about a counrty or service, they can´t purchase it, right? Thats where Brand awareness comes in. Marketers make sure information on hotels, resorts and restourants is easy to find and up-to-date.

Promotion-another Smart strategy for attracting customers is to run promotions during certain times of the year, usually when business is slower. Introducing incentives and offering incentives are just some of the ways that marketing professionals achieve this.

Relationships- To ensure high levels of repeat business, good customer relationships are vital. Not only do repeat customers usually promote a service through Word-of-mouth and social media, but they also créate a stable revenue base. We strongly belive that, reliable way to build relationships is through customer loyalty programs, which reward customer who regularly use a particular hospitality service. We also advice to make some researchs and read the books of Robert D.Reid and David C.Bojanic, Philip R.Cotler, Chekitan S.Dev, and Joseph Michelli about marketing management in hospitality.

Yes, strategy may be one of the most misunderstood business concepts. Regardless of your position in your work place or organization, your company´s strategy is critical element of your job. Now we tell about what will help you easy to understand. After that we hope you wil get for what we aimed in the schedule 2

2-schedule. Management´s Strategic Responsibilities

Major responsibilities	Key Activities
Set a direction	• Create and share the misión, visión, principles, and long-term goals of the hotel;

	• Create and communicate shorter-term goals and objectives.
Analyze the businees situation	• Perform a SWOT analysis; • Examine your competitors and the broad environment; • Assess the hotel´s internal resources.
Choose a competitive strategy	• Select a generic approach to competition slightly to low-cost, differentiation, focus, or best value; • Develop specific strategies to carry out the business strategy
Deploy Key Resources	• Acquire and deploy the resources and capabilities to assure competitve advantage; • Develop functional strategies (for example HR and marketing); • Use performance metrics to ensure the strategies produce results

Source:C.Enz, Hospitality strategic management:concepts and cases, 2nd ed.(Hoboken,NJ:Wiley,2010).

Exception: We get it important to preview that, 2 decades before the best hptels where the americans with their american style like Hilton, Marriot, etc.. hotels with lots of rooms, most of them in the big cities, hundreds of clients, buffet style, etc.. but now the trend is changing. The hotelier has to understand the employess& client and try to find out what it is the client needs and wants…

It is inevitable that more and more hotels will try to upgrade their service to the level of creating truly memorable experiences. Some will succeed better than others. In our opinión, the hotels or hotels groups which succeed the most will be those that focus on all four of the following áreas, and not just on the first two, and do so the quickest:

I.Experience Creating Technology This is the easiest área and unfortunately, we think it will become the main battleground on which hotels and hotel groups will complete in order to créate memorable experiences.

a) Technology can turn emotionless aspects of a guest´s stay into a memorableexperience. For example, take the lomousine journey from the airport to the hotel. If you´re lucky, the car driver has a small choice of CDs for you to listen to, though you may not like any of them. However, one hotel in Singapore has karaoke screens in one limousine while the Congrad Bangkok has a I-Pod station in its limousins. This will no doubt evolve into virtual reality headsets becoming a standard feature of a hotel limousine.

b) We´d like to see imaginative use of different colours and types of lighting to créate different fealings; more use\availability of aromatherapy oil burners to stimulate the senses, and creative use of music and the sounds of nature to touch people´s hearts.

c) Technology and physical ítems can help to créate memorable experiences, but to me, technology only supports and enhances a hotel experience at the level of CTME.

II. *Actions that créate memorable experiences*. We think that this will be the other ares of focus as hotels try to make guest´s stay a memorable experience. This is an área of great fun where the staff´s imagination should be allowed to run wild passionate abandon! There are so many ways to créate a memorable experiences, but we are sure that many hotels will fail here bacause of inflexible procedures and because of having to follow sterile and emotionless standarts.

a) Creating memorable experiences requires that staff can make spontaneous decisión without having to fill in a request form, ot wait for the Supervisor or Manager to become aviable to approve an action. They should be able to ¨Just Do it!¨, Nike style, without fear of retribution if things go wrong, as they will do sometimes

b) Think… how can you get people from different races, religions, nationalities, and backgrounds to laugh together in the sterile and silent

atmosphere of a 3 or 4-star hotel lift while going from the Lobby even just to the 2nd or 3rd floor?

III.*Aligning the Hotel´s System and Processes with the Concept of CTME.* Now we arrive at the first of the áreas where success in CTME becomes a lot of work and requires a lot of change. If you ignore this área, we dont think you will achieve the level of service and experience involved in CTME. So, let´s talk about what we will have to do to upgrade our customer serivice to this level and you want the service to be infused with love, care, warmth, empathy, and creativity.

Review our Core Values, Align our systems, processes etc. With the new level of service, Modernizethe HR department, Make ¨training¨an emotional experiences, change the many-procedures that stifle creativity, leadership must be inspirational.

IV. *The core spiritual values of customer service.* This may be the hardest área for hotels to develop because we cant develop poeple in the core values in the same way as with skills and knowledge. It would take to much more of our time to explain this in detail.

The hotel experince at this level of service has to become like a handkerchief represents the services and facilities while the wáter represents the 5 core values. The more the hotel experience is dripping with love, care, warmth, empathy and creativity, the more successful the hotel will be, and easier it will be to progress to higher level of customer service that CTME will evolve into. –the core values of love and creativity should be like a Golden thread that runs through every interaction, standard, and process so that the hotel experience becomes almost unreal.

The environment is a factor that is increasingly influencing tourist demand. As the demand for tourist product is partly determined by the quality of the releated environment, it can have either a positive or a negative influence on tourism. In the same way, tourism may have a

positive or a negative impact on the environment. The positive impacts is for example better economical possibilities to maintain or restore cultural buildings and to protect the nature. Negative impacto on the environment is for example air emissions from passenger transports. So what we should do in order to have more possitve and less negative sides?

1)Relevant with regard to interactions between tourism and the environment

2)Corresponding to the different áreas like DPSIR framework in Europe countires

3)Frequent in existing sets of tourism sustainable development indicators

4)The data availability should be taken into account.

5)Suitable for different geograpical levels, whereas indicators for special tourism ares need to be supplemented.

6)Clear to understand and possible to connect to general accepted environmental goals

7) Limited number of indicators

V.Another way is to improve customer experience. Nowadays, from airline bookings, to hotel check-out, to the various customer service interactions that take place along the way, few industries have as many customer touch points and expensive customer data as the travel and hospitality business. Many companies in the world are now in an arms race to capture and capitalize on data glenaed from consumer trends.Thats why Airlines and hotels are going to great lengths to collect and anylze data in an effort to better understand their customers and offer highly personalized customer service. Here we mention a true 360-degree customer view. Most of the hotels and airline should try their best to employ data sitting in a customer relationship-management(CRM) system or loyalty database. However, to Paint a full picture of the customer, the CRM approach needs

to be augmented with collection and analysis of informaton from secondary touch points such as online booking, customer service calls and social media activity.

Customers today expect more seamless and personalized treatment than ever before. The travel and hospitality industry is receiving fewer free passes from customers for flight delays, unpleasent rooms and overall poor service. But by enhancing data collection, nd using existing loyalty data more efficiently.

To make our the conclusión we will try to explain our goals briefly with this 3- Schedule below.

3-schedule

Creating inclusive Business models	Involving the poor as employees, entrepreneurs, suppliers, distributers, retailers, customers and sources of innovation in financially viable ways
Developing Human Capital	Improving the health, education, experience and skills of employees, business partners and members of the community
Building institu-tional capacity	Strengthening the industry associations, market intermediaries, universities, governments, civil society organizations and grassroots groups who must all be able to play their roles effectively within the system
Helping to optimize the ¨Rules of the Game¨	Shaping the regulatory and policy frameworks and business norms that help determine how well the economic opportunity system Works and the extent to which it is inclusive of the poor.

Source: Caroline Ashley, Peter –de Brine, Army Lehr and Hannah Wilde ¨The role of the tourism sector in expanding economic opportunity¨.

Bu maqola Buxoro regionida turizmni rivojlantirishning ilgór yo´llariga bag´ishlanaib, unda quyidagilar yoritilgan: Buxoro regionida Mehmonxona xo´jaligining tutgan o´rni, undan optimal darajada foydalanish tavsiylari hamda afzalliklari, qolaversa mehmonxona boshqaruvida boshqaruv ya´ni menejmentinining o´ziga xos zamonaviy, xorij tajribasi sinalgan usullari hamda Buxoro holatiga mos va xos tomonlar haqida ma´lumot beriladi. Bundan tashqari región bo´ylab

xonalar fondi, hamda xizmat koʻrsatish sifatini oshirish borasidagi bosh qotirmalarga qanday yondashish kabi koʻrsatmalar beriladi.

3.2 Negatve impacts of foreign experience

The tourism industry generates substantial economic benefits to both host countries and tourists home countries. Espically in developing countries, one of the primary motivaions for a region to promote itself as a tourism destinations is the expected economic improvement. As with other impacts, this massive economic development brings along both positive and negative consequences. There are many hidden costs of tourism, which can have unfavourable economic effects on the host community. Often rich countries are better able to profit from tourism than poor ones. Whereas the least developed countries have the most urgent need for income employment and general rise of the standart of living by means of tourism, they are least able to realize these benefits. Among the reasons for this are large-scale transfer of tourism revenues out of the host country and exculsion of local businesses and products.

The positive and negative effects can be classified into the social&cultural impact, economic impact and environmental impact. Socio&cultural impact signifies the impact which it creates in terms of social changes in the lives of local people, improvements in infrastructure, lifestyle changes etc. Economic impact can be quantified in terms of monetary benefits and overall economic development of the society. Environmental impact refres to the impact on the nature and surrunding areas social&cultural effects. Foreign experience which gained from abroad may have different effects on the social and cultural aspects of life in a particular region depending on the strengths of the region. The effect can be positive or negative.

Positive Impact. To boost tourism huge money is invested to preserve the local heritage, to improve infrastructure, to provide better local

facilities which in turn creates better education, better leisure facilities, organizing frequent social events and thus a better lifestyle for the locale people. They interact with the tourists, mix with people from diverse backgrounds which creates a cosmopolitan culture in the region. Due to the demand for better services, varied employment opportunities are created within the region and therefore people do not feel the need to migrate to other cities to earn their living.

Negative Impact. Due to the heavy traffic in the region, the infrastructure may not be able to cope up the increased rush thus leading to overcrowding, poor sanitation which may further lead to diseases bot to the tourists as well as local people. The intrusion of outsiders in the area may disturb the local culture and create unrest among the people. The local people may copy the lifestyles of tourists through the demonstration effect and the result could be loss of native customs and traditions. Some people may enter into criminal activities to fetch easy money from tourists which leads to increased crime and anti-social activities and loss of moral and religious values.

Now let's understand the impact of travel industry on the world and country economics. Environment is surrounding atmosphere or condition for existence. The impact of tourism on environment is both positive and negative.

Positive Impact. In order to attract more tourism special emphasis is given on overall beautification of the surroundings, regular planting of trees and landscaping are done to enhance aesthetics. Huge investment is done to improve the facilities in the area like sitting areas, shades, proper sanitation, drinking water etc. More emphasis is given to preserve the monuments, heritage structures to attract more tourists.

Negative Impact. Any kind of development requires some interference with the nature. Overdevelopment comes at the cost of nature.

There may be damage to the natural flora and fauna. Local people are displaced for want of coastal area development. With more people in the area, more natural resources are required which leads to depletion of natural resources. Waste disposal problems crop up and without proper measures to handle this problem it may worsen the situation. Due to more footfall, more transport, more noise, improper waste disposal, pollution increases in the area and disturbs the ecological balance of the region.

Economic Impact. Tourism industry has contributes to the economic growth of a country through factors like industrialization, education, advance technology, higher number of qualified professionals, opening up of foreign markets, liberal trade policies and better advertising and strategic marketing. The above factors collectively boost the economic reserves of the region thus leading to rise in income and better disposable income. Tourism can also benefit economies at regional and local levels, as money comes into urban and rural areas which in turn stimulates new business enterprises, greater markets and promotes a more positive image of the area. The income generated helps the national balance of payments, earning revenue through direct taxation, as well as from indirect taxes on goods and services purchased by the tourists.

Political effects. Whereas the virtues of international tourism have been extolled as a major force for peace and understanding between nations the reality is often far removed from his utopian image. Long-haul travel between developed and developing countries is increasing annually and is bringing them into direct contact with each other. People come from widely different background and with every contrasting life styles and levels of income. Where these disparities are very great the political as well as the socio-cultural consequences may be severe.

Conclusion

Without the creative innovations tourism and hotel businesses will miss out this growing consumer trend. This thesis investigates innovations as a creating tourism and hotel products and services. An increasing number of tourist destinations use new technology and solutions to promote their tourism products and services.

This thesis defined the role of innovations promoting tourism products and services; it examines their advantages and disadvantages, the impact of innovations on the tourism supply and demand, as well as the estimated future development of this channel. Furthermore, the paper analyzes the role of innovations as new strategies for promoting tourism products and services; it examines their advantages and disadvantages, the impact of innovations on the tourism supply and demand, as well as the estimated future development of this channel.

The purpose of choosing this research is to explain the role of innovation in hotel and tourism industry that can be used as increasing the number of tourists in Uzbekistan by effective best innovative plans for hotel industry.

The thesis enabled to:

- understand the meaning and definition of the innovations both theoretically and practically;

- comprehend the role of innovations in hospitality around the world, best practices in using innovation in hotel industry and service innovations in hotel;

- analyze needs of innovations in hotels of Bukhara.

The tourism industry belongs to the service sector, so the theories of service innovation can be applied for this sector as well. Researchers can also help to 'dig' deeper insight into tourism's innovation.

To improve tourism and hospitality in the área is not much complicated as we expect, all we need are creativity and knowledge, others go on its pace. One thing that we want to explain in the end is that after all the capacity of the hospitality businesses like hotel, hostels etc. we have to reach international standarts. Bukhara has many potential in hotel industry as the city has thousands of historical and architectoral monuments, and people live as if in the history, where it is easy to restore the pages of the past. Hotels are such a important part of the old and modern part of the city. In addition we would like to add that hotel industry nowadays has its place in the tourism economy very high though sometimes we dont realize it. Living in abroad and facing with international hotels we understand that, we may call hotel industry as the main part, heart of the mechanism that with nothing we can replice it. For example, though modern thoughts of tourism proves that people prefer either restourant and hotel seperately, we assure you more or less its wrong, relying on these samples. Depending on its place, and services that they have we divided hotels in many parts, but hotel is where the more seperated services are converge, for example imagine 4 star hotel in Bukhara, well-known Bukhara palace what is right now ceased to opérate. It is good choose to make lets count the achivyments

a)It it located in the centre of the city, no matter what do we plan we opérate from the same distance and time will not waste

b)It is the place of where modern and old city meet

c)It is a huge building that we have many options to créate such as giving a chance to glance to the city as if from the heart of it

d)The ground floor we can make a big restourant where we will meet all the international clients with live music what they adore: for example, Spanish people like to dance, eat more and

drink. Take into consideration no matter in what age they are. They are sociable and friendly who is always ready to Exchange opinions. So, all we need is to learn more about culture and the live and life of our future consumers. But more we need to prepeare such a staff that can feel what people want from us. This is the matter what we would like to explain.

Annotatsiya

Zamonaviy turizmda, xususan mehmonxona industriyasida innovatsion jarayonlarga sohaning rivojlanishi uchun zaruriy omil hamda raqobat ustunligini ta'minlovchi asosiy resurs sifatida qaralmoqda. Mehmonxonalarda yangi texnologik oʻzgarishlarga oʻz vaqtida eʼtibor qaratish, ishlashning yangi uslublarini yaratish va faoliyat natijalarini takomillashtirishga alohida eʼtibor qaratilmoqda. Chunki, innovatsiyalarni qoʼllamasdan turib, raqobatda ustunlikka erishish mumkin emas. Hozirgi sharoitda zamonaviy mutaxassis xizmat koʻrsatish sohasida ishlashida innovatsion jarayonlar natijalaridan foydalanmasdan, oʻz faoliyatini davom qildira olmaydi, chunki ilmiy-texnik axborotlar oqimi tez surʼatlar bilan oʻsmoqda. Bu sharoitda innovatsion gʻoyalarni oʻz vaqtida tanlab olish lozim.

Prezidentimiz Shavkat Mirziyoyev aytganlaridek, "sayyohlik infratuzilmasining rivojlangani, sayyohlar uchun moʻljallangan obyektlarning har tomonlama maqbulligi, transport va mehmonxona xizmatlari va umuman, sayyohlik logistikasi bilan bogʻliq barcha xizmatlarning qulayligi, zamonaviy axborot texnologiyalarining joriy etilgani - biz har qadamda duch keladigan masalalarning hammasi bu borada katta ahamiyatga ega".

Mana shu masalalar mazkur **bitiruv malakaviy ishning dolzarbligi**ni belgilab beradi.

Ish oldiga qoʼyilgan **maqsad** – mehmonxona industriyasida

jahonning ilg'or mamlakatlari xususan, Amerika Qo'shma Shtatlari, Buyuk Britaniya va Ispaniya davlatlaridagi innovatsiyalarning ahamiyatini aniqlashtirish hamda turli xildagi innovatsiyalardan amalda qanday foydalanish mumkinligi borasida fikr bildirishdir.

Maqsadga erishish uchun quyidagi **vazifalar** aniqlashtirib olingan:

- ➢ Mehmonxona industriyasida innovatsiyalarning tavsifini nazariy va amaliy jihatlardan ko'rib chiqish;
- ➢ Innovatsiyalarni mehmonxona industriyasida qo'llash borasida ilg'or tajribalarni o'rganib chiqish va ularni amalda qo'llash uchun moslashtirish yoki optimal variantlarini izlash;
- ➢ O'zbekiston mehmonxonalarida innovatsiyalarni qo'llash holatini tahlil qilish;

Hozirgi iqtisodiyotni modernizatsiyalash sharoitida milliy iqtisodiyotning ajralmas qismiga aylanishi kutilayotgan turizm sohasi faoliyatini rivojlantirish va muvaffaqiyatli boshqarish jarayoni ilmiy asoslangan tadbirlarni amalga oshirishni, qo'llab - quvvatlashni talab etmoqda.

"Bugungi kunning eng asosiy vazifasi, - deb ta'kidlaydi Prezidentimiz Shavkat Mirziyoyev, - hayotimizning barcha sohalarida, ayniqsa, boshqaruvda yangicha fikrlaydigan, qiyin damlarda mas'uliyatni o'z zimmasiga olabiladigan, hayot bilan

hamnafas yurishga qodir, iymoni pok, bilimdon, ishbilarmon odamlarni topish, ularga ishonch bildirishdan iboratdir".

Hozirda mamlakatimizda turizm sohasini rivojlantirish va yangiliklarni joriy etib borish borasida bir qator chora-tadbirlar amalga oshirilmoqda. Turizm sohasida salmoqli o'rin egallovchi joylashtirish sektoriga ham mamlakatimizda katta e'tibor qaratilmoqda hamda xususiy mehmonxonalar qurilishi va faoliyat yuritishi uchun barcha sharoitlar mavjuddir.

Ushbu bitiruv malakaviy ishida obyekt sifatida Amerika Qo'shma shtatlari, Ispaniya va Buyuk Britaniya davlatlarining mehmonxona industriyasini rivojlantirish chora tadbirlari, innnovatsion loyihalari olingan bo'lib, mavzusi "Mehmonxona xo'jaligini rivojlatirishda xorij tajribasidan foydalanish " bo'lib hisoblanadi.

Mavzuning dolzarbligi shundaki, bugungi bozor munosabatlari sharoitida turistik korxonalarda, jumladan, mehmonxonalarda xodimlarni samarali boshqarish va yuqori natijalarga erishishda boshqarishning asosiy funksiyalaridan bo'lgan motivlashtirishni rivojlantirishga yuqori darajada ehtiyojning mavjudligi va bunga hozirda ko'pchilik korxonalarda e'tibor berilmayotganligida hisoblanadi.

Bitiruv malakaviy ishining maqsadi turistik korxonalardagi mavjud boshqaruv muammolarini bartaraf etishda hamda xodimlarning bor salohiyatidan foydalanishda motivlashtirish usullari va vositalarini qo'llash va bu orqali

korxona o'z maqsadiga erishishida sarflanadigan muddatni qisqartirishda xorij tajribasidan samarali yondashish orqali erishishdan iborat. Bitiruv malakaviy ishi kirish, uchta bob, xulosa, adabiyotlar ro'yxati, annotatsiya hamda ilovalardan tashkil topgan.

Uning birinchi bobida Mehmondo'stlik mehmonxona sanoatini rivojlantirishda muhim tirkach sanalishi nazariy asoslari batafsil yoritilgan. Bu bobda siz Mehmondo'stlik sanoati, uning muhim xislatlari, mehmonxona sanoati bilan chambarchas bo'g'liqlik tomonlari, CRM ya'ni xaridor bilan muomala menejmentini mehmonxonada misolida hamda Gustware nomli dastur haqida batafsil ma'lumot olishingiz mumkin. Gustware dasturi mehmonxona sanoatida xorijda keng foydalaniladigan dastur bo'lib hisoblanadi. Undan foydalanish orqali xaridorga motivatsion yondashiladi.

Ikkinchi bobda Chet el mamlakatlari xususan Buyuk Britaniya, Amerika Qo'shma Shtatlari va Ispaniyaning mehmondo'stlik sanoati xususan mehmonxona industriyasi rivojlanishida qo'llagam usul va uslublari statistik tahlil asnosida tahlil qilingan. Bu bobni o'qib chiqsangiz yuqorida qayd etilgan mamlakatlarning turizm sohasi, aniqroq qilib aytadigan bo'lsak Mehmonxona sanoati haqida batafsil tanishib chiqishingiz mumkin.

Bitiruv malakaviy ishining uchinchi bobi, turizmni rivojlantirishda sanoatining tutgan o'rni Buxoro mintaqasi

misolida ko'rib chiqishingiz mumkin. Bu borada Silk&Spices da maqola tariqasida olib chiqganmiz. Bundan tashqari Yurtimizda xorij tajribasidan foydalanish orqali qanday salbiy va ijobiy tomonlari borligi haqida batafsil tanishib chiqidhingiz mumkin. Bundan asosiy ko'zlangan maqsad shuki, yurtimizda mehmonxona xo'jaligini rivojlantirish, uning hozirgi kecha-kunda yuzaga kelayotgan muammolarini bartaraf etish shart-sharoitlarini yaratib berish, shuningdek xorij tajribasidan shunchaki nusxa ko'chirib qo'yish yoki ularning boshqaruv uslubini haqiqat, ko'p daromadli deb ko'r-ko'rona nusxa olish emas balki, ularni sahih no sahihlashtirish, qay biri bizning mamlakat qonun qoidalariga, shariatiga, an'ana urf-odatlariga mos kelishini anglagan holda Mehmonxona xo'jaligini rivojlantirish orqali turizm rivojiga ham xissa qo'shish va uning istiqbolini belgilab berish bizning asosiy maqsadimiz bo'lishi darkor.

Ispaniya, Amerika Qo'shma Shtatlari hamda Buyuk Britaniya kabi turizm sohasi ayniqsa mehmonxona sohasida gegemonlik qilib kelayotgan davlatlar tajribasidan oqilona foydalanish yo'l-yo'riqlari ko'rsatib berilgan. Mamlakatda turizmni rivojlantirish uchun bir guruh mansabdor shaxslar yoki kishilarning say-harakati ozchilik qiladi albatta, buning uchun millatni safarbar etish, davlat siyosatini to'g'ri anglash va idrok etish bugungi kunda har birimizning vatanimiz oldidagi bir burchimiz sanaladi. Shuning uchun Buyuk Britaniyada qo'llanganidek millatni to'g'ri yo'naltirish orqali turizmni rivojlantirishni nazarda tutmoqdamiz. O'ylaymizki bitiruv malakaviy ishimiz kelgusida yurtimizda turizm rivojiga o'z hissasini qo'shadi.

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