

WAYS TO IMPROVE HOTEL MANAGEMENT

Ergashev Tokhir Kurbanovich
Berdiev Jasur Kuldashevich

Abstract— The number of hotels is growing at a very fast pace every year, which, accordingly, creates tough competition on the market. And this, in turn, sets new requirements for hotels to improve and introduce new approaches to doing business. There is a need to quickly reorient ourselves, respond to changing consumer sentiments and priorities. In this article has been researched ways to improve hotel management.

Index Terms— hotel management, tourism, motel, customer, marketing, management.

1 INTERNATIONAL HOTEL CHAIN

THE franchising is widely used in the hotel industry as a management system. Its essence is that the company attracts foreign capital, and with its help it grows much faster than its own capital. The Company retains the same rights as before, retaining the license, for example, the right to use its own trademarks, existing technology, methods, employment system, tested marketing research, discount system, etc. The buyer of the license from the company signs a contract on the terms agreed with the licensees to independently manage part of its property (restaurant, hotel, etc.). Franchising in this way is beneficial both to the company, which has the ability to grow normally, and to the "donor" who has the money and the desire to work, but lacks experience and reputation. Some corporations provide franchising with individual malls, while others provide entire organizations with.

This system began to be used in the hotel industry in 1907 after the Ritz Development Company acquired the right to be called Ritz-Carlton from a New York firm (Ritz-Carlton). Beginning in 1927, Howard Johnson began franchising his hotels. This allowed him to expand his business soon - first on the East Coast, then in the West Coast, and finally in California in the 1960s.

Currently, its system includes more than 900 restaurants. Holiday Inns (now known as Holiday Corporation and the largest in the world) is also due to its rapid development franchising. Camons Wilson, whose business depended on the development of hotels, was staying with his family in a hotel in 1952 and, despite his great protests, was forced to pay for two rooms: one for himself and his wife, and one for the children he owned. Then Wilson decided to build a hotel where family vacations could be at reasonable prices. Make sure each room is spacious enough and has two double beds, which allows parents to naturally place children in their rooms for free.

In the 1950s and early 1960s, the economy was very popu-

lar among the people, and so there was no reason to marvel at the rapidly growing reputation of Holiday Inns hotels. Not only did they grow in prestige, but they themselves grew in height and width: the living rooms were joined by a restaurant, then the halls – first for business meetings, then for entertainment, had to abandon the concept of low-income guests almost completely.

One of the key factors in Holiday Corporation's success is that it was the first hotel firm to try to capture a non-average price market. Typically, these hotels and motels were built at affordable prices away from affluent neighborhoods, in city centers, near the intersection of important highways, or in an out-of-town area. Another reason for their success is the amenities they offer: comfort at a fair price, far from ordinary, the distinctive interior of feshenebel hotels.

Around the same time, so-called "budget" (cheapest) motels also appeared. The cost of a day's stay is \$ 6. so called Motel 6, the California-based company initially expanded across the country as Days Inn, the owner of the company who once rested at Holiday Inns and thought the prices for rooms were too high. With experience in the construction business, Minister Dey bought a cheap piece of land and built small two-story houses there. These hotels and motels were primarily intended for family vacations, but because they were located in front of highways, incoming commuters were also eager to come.

The appearance of the houses is attractive without any "luxuries", simplicity and low price. Some of these buildings belonged to a type of construction called a module: the rooms were prepared almost entirely on the outside, brought to the construction site, and then wall-to-wall. In the 60s, franchising with the light hand of Hilton and Sheraton became the main strategy for the growth and development of hotels and motels. In the 70s and 80s, this change persisted.

Franchising also has two problems with its benefits:

- 1) how the licensee maintains quality standards;
- 2) how to get out of the financial trap by those who buy the right to use this license.

First of all, it is very difficult to reflect in the contract all the cases that adhere to quality standards. Only recently have franchising agreements been able to more accurately explain the demand for the appearance of the building and the level of service to guests. The license fee is determined by agreement between the owner and the contractor, but averages 3-4% of each leased room.

Ergashev Tokhir Kurbanovich,
Karshi Institute of Engineering and Economics, Associate Professor of Business and Innovation Management, Ph.D, Republic of Uzbekistan

Berdiev Jasur Kuldashevich,
Karshi Institute of Engineering and Economics, Assistant of the Department of Business and Innovation Management, Republic of Uzbekistan

The largest franchising company in the hotel industry (3413 hotels) is the Hospitality Franchise System Hotels in Paris, New Jersey. It is followed by Choice Hotels International, a subsidiary of the Blackstone Group (New York) (2487 hotels). Third on this list is Holiday Inn Worldwide. The franchising system combines advantages and disadvantages for both the licensee and the buyer of the right to use it.

The licensee will have the following advantages:

- plans and adaptation package for starting work;
- Advertising throughout the country;
- centralized booking system;
- the possibility of using discounts on the purchase of furniture, equipment and technology;
- to be registered in the reference book of the firm;
- Discounts on credit cards.

However, these advantages are not unconditional. When purchasing a license, the following should be taken into account:

- high fees (both for membership and exit);
- The centralized booking system provides only 17-26% of the occupied rooms;
- from the contract concluded with the owner at the time of purchase of the license it is impossible to deviate;
- When buying a license, it is necessary to comply with the standards set by its owner.

The franchising system for the company provides the following advantages:

- an increase in market share and, accordingly, an increase in prestige;
- additional income at the expense of granting the right to use its license. But at the same time, the firm takes a certain risk, namely: it is very difficult to maintain quality standards, and it is possible to make a mistake by selling the right to use their license to outsiders.

Another interesting way to develop the financing of a partner company was used by the partner firm Travelodge. Under the plan, a certain couple who wanted to join the motel business added half the price of the motel. The couple began to receive a salary as a manager, and in addition, the income from all activities of the enterprise is divided equally between the company and them. Travelodge (now part of Forte Hotels & Motels) has started a partnership and has therefore expanded its experience of benefiting from partnership agreements.

2 INTERNATIONAL HOTEL MANAGEMENT PROCEDURES

The largest hotel in the world is Ambassador City Jomtien in Pataya, Thailand. It is numbered 5100 and occupies an area of about 40 acres. Of the 20 largest hotels, 13 are located in Las Vegas. Modern Las Vegas is distinguished by its distinctive size. Recently considered the largest (for example, Caesuras Palace with 1515 seats) today is not included in the list of 20 largest hotels.

Las Vegas is a recognized (leader) city in the leisure industry. There are 50 casinos in the city, most of which are lo-

cated in hotel areas. The apartments in these hotels are the largest and best in terms of size and comfort. It has mini-pools, several large TV screens, two or more rooms, a hall and bedrooms, a kitchen and bars. Such apartments are located on a separate side of the building and have a private reservation, ie a reservation service.

Many casino hotel rooms are reserved specifically for wealthy customers, ranging in price from \$ 1,000 to \$ 25,000. Sometimes people who come to the casino leave more money than the most expensive number there. Therefore, the main task of such hotel staff is to meet the needs and desires of the customer in the first place.

In the first quarter of 2019, 40 hotels with more than 2,000 rooms were built in Uzbekistan. Today, there are 966 hotels with a total of 21,300 rooms in Uzbekistan. As a result of the meetings, which will be held by the end of this year, it is planned to build 140 new hotels with about 7,000 rooms. If the number of rooms increased by 4 and 5 percent in 2017 and 2018, the number of rooms is expected to increase to 37 percent in 2019, which will almost solve the problem of lack of space in hotels.[1]

Transparent mechanisms have been introduced to cover the costs of investing in the construction of hotels and to attract branded hotels from around the world at the expense of the state budget. An agreement was signed to involve representatives of KPMG, one of the Big Four companies, in evaluating the process of allocating funds to hotels. Based on the experience of small hotels in Turkey and South Korea, a total of 8 types of 8 (2 types), 16, 26, 32, 40 (2 types) and 50-room hotel projects have been developed.[2]

3 METHODS USED IN HOTEL MANAGEMENT IN THE UNITED STATES

Now the largest hotels in the world are located in the United States. One of the main reasons for this is that hotel management is well established (Table 1).

Table 1 The role of U.S. hotels in the international hotel industry

Name of the main holding	The country where the headquarters is located	Number of rooms
«Hospitality Franchise Sistem Blaustone Part»	AQSh	490000
«Holiday Inn World Wide»	Angliya	386323
«Best Western International»	AQSh	295305
«Accor»	Fransiya	279145
«Choice Hotel International»	AQSh	271812
«Marriot International»	AQSh	251425
«ITT Sheraton Corp.»	AQSh	130528
«Promus Corp.»	AQSh	105930
«Hilton Hotel Corp.»	AQSh	101000
«Carlson Hospitality World Wide»	AQSh	91177

At the entrance to the chain, the hotel does not have to become its property. In this case, under a contract with a large hotel chain (franchisee) and the hotel independently included in this chain, the right to use the brand of the chain for current purposes, technical and commercial information, reservation system information, technical assistance, staff training, etc.

The franchisee pays the fees specified in the contract for this.

The development of the hotel industry in the world is going on through the proliferation of hotels and their specialization. It offers traditional hotels with unlimited and limited services, specialized hotels (congress centers, resort-type hotels, golf hotels, etc.).[3]

In this regard, the main conditions of marketing are to take into account local conditions, determine service and sales policies, develop revenue management strategies and pricing policies, and establish a system to improve services. It also includes the study of hotel services, the analysis of the volume of services sold, the study of service markets, and so on.

Small and medium-sized private businesses have already proven their ability to master projects up to a million dollars, which is more than enough for a small hotel with 20-30 rooms.[4]

The following problems require priority solutions:

1. the need to create favorable conditions for attracting additional sources of investment in the material and technical base of the enterprise.

2. Unresolved issues of legislative establishment of norms for tax payments, which would take into account the specifics of the industry.

3. Inconsistency of the existing regulatory framework for enterprises of the tourism industry of country with international requirements and the practice of functioning of similar enterprises abroad.[5]

4. Lack of a concept of financial and economic support for industry enterprises from the state and local authorities.

5. Lack of a mechanism to help increase the congestion of local hotels at the state level and to advertise tourism product abroad.[6]

The solution of questions will be possible if:

- at the state level to create conditions for providing preferential lending to enterprises of the hotel complex;

- create a favorable tax regime for the investor;

- to reduce the tax pressure on the enterprises of the hotel complex by introducing a differentiated VAT rate and to reduce the hotel tax rate during a certain period;

- take into account the sectoral features of the formation of the composition of costs for services.[7]

Taking into account the limited funds of the state budget, it would be naive to count on receiving soft loans in the near future by enterprises of the hotel industry.

At the same time, the most real source of investment can be funds received as a result of reducing tax pressure on the hotel industry.

- by reducing the hotel tax rate to 5 percent and establishing a single rate in cities;

- by reducing the rate of value added tax on accommodation services;

- by increasing the percentage of expenses for improving fixed assets, which in accordance with tax legislation can be attributed to gross expenses.

It is also necessary to revise the approach to determining the composition of costs for hotel services, since there is currently no regulatory framework for determining typical costs for the tourism industry.[8]

The experience of international hotel corporations demonstrates that a tool - the Balanced score card - helps to analyze the results of activities in a hotel enterprise and compare them with comparable goals. This system, as a rule, includes the following indicators:

GSS (guest satisfaction survey) is a guest satisfaction survey. After the guest's stay at the hotel, a letter is sent to the mailbox with a request to evaluate the quality of the services provided to him by filling out special questionnaires online. The guest puts his marks on different criteria: service at the front desk, the work of the reservation department, satisfaction with the hotel room, etc. The administration analyzes the guests' assessment of the hotel as a whole, and, based on the results obtained, takes measures to eliminate the shortcomings. Also, hotel employees check popular sites for booking hotels and tickets (Booking.com, Expedia, etc.), where guests leave their comments and reviews, thereby forming an impression of the hotel among potential customers. In case of a negative review, in response to it, the manager apologizes on behalf of the hotel administration. This is done in order for the guest to feel their importance and want to return to this hotel again.

Associate Engagement - An assessment of employee engagement and satisfaction. All hotel employees express their opinion about the hotel by filling out special questionnaires online. Financial results. [8]

At the annual conference of American hoteliers in Phoenix, the focus was on new ideas to improve the efficiency of the hospitality industry. According to the majority of participants, the most important factor for running a hotel business in today's economic situation is flexibility and the ability to compromise.

4 CONCLUSIONS

Discussing strategies to help hospitality companies during these challenging times for business, participants noted that there are many ways to get through a recession if you are prepared for a change that affects even the most established concepts in operator practice. Michael Barnello, President of LaSalle Hotel Properties, noted that there is something positive about the recession, in particular the fact that the situation makes people work more efficiently.

Summarizing these, we can distinguish three main indicators: demand, supply, and performance. Demand is the assessment of the market, including its future growth and structure. The offer is the number of hotels and rooms, including their future growth. Completion - Includes hotel employment ratio and gross profit size.

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