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SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

### International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2020 Issue: 04 Volume: 84

Published: 30.04.2020 <http://T-Science.org>

QR – Issue



QR – Article



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## THEORETICAL AND PRACTICAL ASPECTS OF USING MODERN MANAGEMENT METHODS IN THE HOTEL INDUSTRY

**Abstract:** In the modern hotel business, only hotels that can offer their customers high-quality service can withstand fierce competition, and this is impossible without professionally trained staff. The most important tool to ensure the stability of the company and increase its competitiveness is the professional management of personnel in accordance with the current and future requirements of its external and internal environment. This article provides an overview of the theoretical and practical aspects of the use of modern management methods in the hotel industry.

**Key words:** hotel, modern management methods, personnel management, effectiveness of personnel management, innovation.

**Language:** English

**Citation:** Ergashev, T. K., & Berdiev, J. Q. (2020). Theoretical and practical aspects of using modern management methods in the hotel industry. *ISJ Theoretical & Applied Science*, 04 (84), 849-859.

**Soi:** <http://s-o-i.org/1.1/TAS-04-84-150> **Doi:**  <https://dx.doi.org/10.15863/TAS.2020.04.84.150>

**Scopus ASCC:** 1400.

### Introduction

The personnel management in the hotel industry is explained by the increased customer requirements that are presented to hotel services in modern conditions. The staff in the hospitality industry is an essential component of the final product and, therefore, the quality of service in the hotel complex organizations depends on the skill and consciousness of their employees. Customer satisfaction in the service sector is also achieved by the courtesy of the staff and their responsiveness. Thus, effective management of people turns into one of the most important functions of a hotel organization - a function of personnel management. [5]

### Methodology

The goal of human resources management is the hiring of competent and interested employees, the

ability to retain them, and the improvement of their professional training.

Below in the table. 1 shows in brief form the most important stages of the personnel management process. When determining the range of tasks for personnel management, the so-called main and additional tasks are conditionally distinguished. The main ones include almost all of those listed in the table. Additional should include tasks that can be performed in conjunction with the main ones, but, as a rule, the managerial management of them is carried out by external (in relation to the personnel service) units. Such tasks include: labor protection and safety; payroll calculation and payment; the provision of various types of services (for example, the organization of information communications, services in the field of social infrastructure).

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**Table 1. Human resources management process steps [6]**

Stage name	The main tasks of the stage
Identification of staffing requirements	<p>Planning for quality staffing needs. The choice of methods for calculating the quantitative need for staff. Staff Quantification Planning</p> <p>Receiving and analyzing marketing (in the field of personnel) information. Development and use of tools to ensure the need for personnel. Personnel selection, his business assessment</p> <p>Management of the content and process of motivation of labor behavior. Conflict Management. The use of monetary incentive systems: remuneration of labor, staff participation in profits and in the capital of the enterprise. The use of non-monetary incentive systems: group organization and social communications, leadership style and methods, regulation of working time</p> <p>Legal regulation of labor relations. Accounting and statistics of personnel. Informing the staff and external organizations on personnel issues. HR policy development</p> <p>Determination of the content and results of labor in the workplace. Production socialization. The introduction of personnel, their adaptation in the process of labor activity. Streamlining jobs. Ensuring work safety. Staff release</p> <p>Planning and implementation of careers and career movements. Organization and conduct of training</p>

Based on the above tasks in stages, we can conclude that the most important task of the personnel management service is to ensure that the qualitative and quantitative characteristics of the personnel correspond to the goals of the organization.

The personnel management system provides continuous improvement of the methods of working with personnel and using the achievements of domestic and foreign science and the best production experience.

The goals of the personnel management of the hospitality industry are:

- increase the competitiveness of the enterprise in market conditions;
- increasing the efficiency of production and labor, in particular, achieving maximum profit;
- ensuring high social efficiency of the functioning of the team.

Successful achievement of the set goals requires solving such tasks as:

- ensuring the needs of the enterprise in the workforce in the required volumes and the required qualifications;
- Achieving a reasonable relationship between the organizational and technical structure of production potential and the structure of labor potential;
- full and effective use of the potential of the employee and the production team as a whole;
- provision of conditions for highly productive labor, a high level of organization, motivation, self-discipline, development of the employee's habit of interaction and cooperation;
- reinforcement of the employee at the enterprise, the formation of a stable team as a condition for the return on funds spent on labor (attraction, development of personnel);

- ensuring the implementation of the desires, needs and interests of workers in relation to the content of labor, career advancement, etc .;

- coordination of production and social tasks (balancing the interests of the enterprise and the interests of workers, economic and social efficiency);
- increasing the efficiency of human resources management, achieving management goals while reducing labor costs.

Human resources management is carried out in the process of performing certain targeted actions and involves: determining goals and main areas of work with staff; determination of means, forms and methods of achieving the goals; organization of work on the implementation of decisions; coordination and monitoring of the implementation of the planned activities; continuous improvement of the personnel management system.

Human resources management includes the following steps:

1. Resource planning: developing a plan to meet future human resource requirements.
2. Recruitment: creating a pool of potential candidates for all positions.
3. Selection: evaluation of candidates for jobs and selection of the best from the reserve created during recruitment.
4. Determination of wages and benefits: Development of a structure of wages and benefits in order to attract, hire and retain employees.
5. Career guidance and adaptation: the introduction of employed workers in the organization and its units, the development among employees of an understanding of what the organization expects of it and what kind of work in it receives a well-deserved assessment.

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6. Training: the development of programs for the training of labor skills required for the effective performance of work.

7. Evaluation of labor activity: development of methods for evaluating labor activity and bringing it to the employee.

8. Leadership training, career management: developing programs aimed at developing the abilities and improving the effectiveness of leadership.

The effectiveness of personnel management, the most complete implementation of the goals, largely depend on the choice of options for building the hotel's personnel management system itself, knowledge of the mechanism of its functioning, and the selection of optimal technologies and methods of working with people.

Having determined the requirements for the candidate, the department working with human resources can begin the implementation of the next stage - attracting candidates - the main task of which is to create a sufficiently representative list of qualified candidates for subsequent selection.

## Analysis and results

There are different types of validity of selection methods that a manager should be familiar with: substantiation in essence, according to the nature of a particular job and according to specific criteria. Validity is the degree to which a test, conversation, or performance assessment measures the skills, experience, and ability to do a given job. Correspondence of the selection method to any specific requirements or conditions determines the degree of accuracy with which the selection method reveals the candidate's specific abilities that correspond to certain important elements of the work style. The quality of the work performed during testing is evaluated in accordance with the requirements for this and subsequent work.

The company independently, but in accordance with the law, establishes the staffing, forms and systems of remuneration, bonuses.[2]

Let us analyze the quantitative and qualitative composition of the workforce at the enterprise based on the documentation of a human resources specialist (Table 2).

**Table 2. The number and age and gender composition of the hotel staff in 2016-2018 (people)**

Data	Hotel staff		
	Number	of which women	of which men
10.01.2016	22	20	2
12.01.2017	21	19	2
12.01.2018	19	17	2

For September, in the Lotte City Hotel Tashkent Palace in 2018, the total number of hotel staff is 19 people, 2 of them are men and 17 women, which is 2% and 17%, respectively. Moreover, this ratio remains the last 5 years of the organization. Most of the staff of the hotel complex are women of various age categories who are employed in the reception and accommodation, accounting, and economic services.

The age of most of the staff employed in the hotel complex is 18-29 years. Most managers are 30-39 years old, with women occupying 100% of managerial positions. The largest number of employees operate in the reception and placement service (52%), less in the economic service (16%), in the engineering and technical service (11% )

The educational level of the hotel staff as a whole is quite high: 73% of employees have higher and secondary specialized education. Secondary education has 27% of employees.

There is a relationship between education and employee turnover. There is a tendency to reduce the size of fluidity with an increase in educational qualifications. As the level of general education grows, motives for employee turnover change.

To characterize the movement of labor, we calculate and analyze the dynamics of the following indicators:

- Turnover ratio for the reception of workers;
- Turnover ratio for retirement of workers.

The characteristics of the movement of workers on turnover ratios does not disclose the reasons for disposal. Therefore, the movement of personnel should also be analyzed from the point of view of turnover, which characterizes the level of organization of labor and life of the enterprise workers. It is characterized by a yield coefficient.[3]

Identification of the causes of turnover allows you to develop measures to eliminate them and to monitor their conduct (table. 3).

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**Table 3. Analysis of the movement of personnel in the hotel "LotteCityHotelTashkentPalace" for 2015-2017**

№	Indicators	2015 y	2016 y	2017 y
1	Consisted of a list for the beginning of the year	22	21	19
2	Accepted	5	2	0
3	Retired	6	4	3
	Including for reasons:	1	1	2
	3.1. uninteresting work	2	3	1
	3.2, for family reasons	1		
	3.3, unsatisfactory wages	2		
	3.4, violation of labor discipline			
	3.5. downsizing			
4	List Status at the end of the year	21	19	16
5	Average number workers	19	19	15
6	Turnover ratio by reception (p2: p5).	0,26	0,11	0
7	Turnover ratio upon retirement (p3: p5).	0,32	0,21	0,2
8	Yield coefficient (p. 3.1 + 3.2 + 3.3 + 3.4) / p. 5	0,32	0,21	0,2

Analyzing the reasons for staff turnover, it can be noted that a large number of hotel workers leave the company for reasons independent of the organization.

There is no HR department in LotteCity Hotel Tashkent Palace. The functions of the personnel management service are carried out by the Deputy Director for Personnel. When hiring a new employee, a compulsory interview of the applicant for work with the General Director takes place. On the basis of the interview, the implementation of the trial work, candidates are evaluated for compliance with the requirements of the workplace, the vacant position of specialist and manager. Candidates for work with a trial period of 3 months are being hired, and hiring of workers under fixed-term employment contracts is also practiced. [7]

The main criterion for the selection of candidates is the level of their professionalism - the ability to perform work qualitatively. The system of work with personnel in the hotel provides mainly a direct proportional dependence of the level of employees' wages, category upgrades and additional benefits on the quality and productivity of employees. [8, 9]

The purpose of the adaptation management system for hotel employees is to ensure a faster entry into the position (profession) of the adopted employee, reduce the number of possible errors associated with inclusion in the work, create a positive image of the organization, and reduce the discomfort of the first days of work. The duration of adaptation for new hotel workers is 1 week. Although, in other

institutions in the territory of Tashkent, the term of adaptation of a new employee is from 1.5 to 3 months.

To formulate a system of proposals for improving the personnel management process at LotteCity Hotel Tashkent Palace we will use the tabular form (Table 1), which, in addition to recommendations, reflects the necessary measures and possible results of their implementation.[5]

In conclusion, in order to improve the personnel management process of the LotteCity Hotel Tashkent Palace, it is recommended that the following events be held:

1. Work out the procedure for adapting new employees;
2. Introduce a career planning system;
3. Development of a training policy.

Managers need to clearly understand that the strategy for working with personnel should rise from the position of functional production services to a really strategic level when personnel management is seen as a process that permeates the organization from entry to exit, interacting with all other organizational processes. In the framework of this approach, work with personnel acquires its own specifics, the main feature of which is the correction not of individual personnel procedures, but of the entire management strategy of the organization as a whole. An ineffective technique will be an attempt to change the strategy, affecting only the behavior of subsystems and people.

Every year in all countries, the cost of training and staff development is growing. We can say, a new industry has appeared - the "education industry". In

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the modern world, the formation and training of personnel is considered as a type of investment in human capital, which are no less important investments than financial ones. The concept of lifelong learning most fully reveals the current trends in the development of the industry [1].

Personnel training in the hospitality industry is a pre-planned, ongoing process of extracting knowledge about the hotel business, service skills and employee interaction in order to meet the needs of visitors.

For the full development of personnel at the enterprise, current training methods should be used, as well as modern computer and information technologies. There are many methods of staff training, we will consider some of them.[4]

**Secondment Method** This method is a rotation of employees, and more precisely - the "sending" of personnel for any period of time

to another structure to obtain the required skills. This procedure can be either long-term (about a year) or short-term (several working days). Especially this method should be used by companies with a flat organizational structure, where promotion of staff is practically impossible and, as a result, the development of additional skills and competencies is difficult for them.

**Benefits of the Secondment Method:**

1. Obtaining additional knowledge and competencies;
2. Personal development of each employee;
3. Strengthening team spirit and organization of cross-functional interaction.

**Shadowing Method** This method, when translated from English, means "to be a shadow", which involves joining a candidate for any position to an experienced employee of the company holding a similar position. Using this method allows you to carefully study all the necessary aspects of work throughout the working day. As a result, the employee observes the real course of events, learns all the advantages and disadvantages of the work performed, and determines for himself the possibility of career growth. After training, an interview is conducted, in which the specialist shares his impressions of the work of the candidate. This method is well suited if you need to retrain staff to another specialty, it is also a great opportunity to attract students who can acquire practical skills.[6]

**Advantages of the Shadowing Method:**

1. The emergence of the possibility of assessing the real situation at different levels of the hotel;
2. Improving the activities and image of the hotel through the active development of employees;
3. Significantly accelerate the process of adaptation of personnel.

The Buddying method means "buddy", it involves the interaction of the leader and guardian not on specific instructions, but on an equal footing, prompting and in every way helping his employee.

This assistance involves the exchange of views and recommendations for more effective implementation of goals and objectives. But for this interaction, it is necessary to train the new employee in advance in a competent and balanced presentation of the findings. The Buddying method is quite relevant in our time, as the company's work environment becomes familiar to the company's personnel, established methods seem to be the norm, although the competitive environment is dynamically changing in the direction of new non-standard solutions, modern technologies, and the fresh look of the newly arrived employees makes it possible to identify cons and disadvantages in the work of the enterprise. Hotels using this method note a decrease in conflict situations in the team and improved interaction between employees as a whole.

**Benefits of the Buddying Method:**

1. Creating conditions for interactive communication;
2. Accelerated professional and personal growth of the employee;
3. The ability to identify shortcomings in the hotel due to the fresh look of the newly arrived staff.

This method is used in the following cases:

- for training an employee in the process of adaptation (both for a novice and when transferring to another position within the company);
- to increase the efficiency of the transformations carried out in the company (the method has shown its effectiveness with any type of change);
- to optimize the exchange of information between company departments;
- to develop "behavioral" skills of employees;
- as a team building tool.

From mentoring and coaching, the Buddying method is distinguished by the fact that its participants are absolutely equal. With this method of training there is no "junior" and "senior", ward and mentor, coach and "coached", educator and trainee. Feedback can be provided after meetings, meetings, discussions, telephone conversations. Of course, before embarking on such a method, it is necessary to train employees to give objective feedback, draw conclusions and correctly provide information. This method requires a constant monitoring system by the personnel service.

The hospitality industry is characterized by a high level of competition, as customer service requirements are constantly increasing, therefore, it is necessary to improve the level of hotel service to maximize guest satisfaction, focusing on increased comfort conditions. The application of the foregoing in practice will meet the expectations of customers, providing the hotel with a competitive advantage and a positive reputation.

To achieve such a result, the hotel needs to continuously improve the forms and methods of service and monitor the work of its staff.

It is extremely important to create a staff training system, since the lack of specialized programs leads

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to a significant decrease in the level of staff motivation in this hotel [3. with. 154].

The effectiveness of the hotel in the tourist services market largely depends on the personnel who work in it. Along with professional qualifications, important for the quality service of guests, the form of presenting this knowledge plays an important role, that is, the form of delivering information about the available goods and services to a specific consumer [2. with. 68].

The high quality of guest service is ensured by the collective efforts of employees of all hotel services, constant and effective control by the administration, work to improve forms and methods of service, study and implementation of best practices, new equipment and technologies, expanding the range and improving the quality of services provided. Thus, hotel-servicing staff plays a paramount role. From how he resolves the problems of service, it will depend on whether the client will be satisfied with the services offered.

When working with regular customers, the technological service cycle is simpler, as the hotel company keeps a history of guest visits, knows information about him and his preferences.

As noted above, the guest service process is a cyclical process. Consider its phase.

The first phase of the guest cycle begins from the moment of the first communication of the regular customer with the hotel staff long before his arrival at the hotel. Communication is carried out through telecommunication facilities and the guest is given the opportunity to pre-order (booking) hotel services. Hotel staff, having received information from the guest, can take advantage of the history of his previous visits, which allows to more fully satisfy the guest's requests and wishes for his arrival.

Information about the possibility of booking rooms (places) can come from various sources. Reservation sources can be permanent and occasional. Permanent sources of booking applications come from travel agents, companies, companies organizing exhibitions, conferences, seminars, as well as from industrial and other companies close to the hotel, which necessitates the placement of employees, business partners. Permanent booking sources also include centralized reservation (GDS). Rare, occasional applications for booking coming from individuals or companies who have a need for a one-time hotel accommodation.[9]

During the first phase of the guest cycle, the final preparation of the accommodation facility for the meeting of the regular guest is carried out: before the guest arrives, the fact of his arrival is confirmed, probably a partial change in the arrival time, the need for a transfer (if provided in the hotel services), excursion services to familiarize with the cultural and historical features of the city if such services are preferred by the guest. On the day of arrival, the final

sanitary preparation of the room is carried out, as well as the safety of his residence.

The second phase of the guest cycle is associated with meeting guests at the station, airport, transfer to the hotel, registration and accommodation of the client at the hotel.

In the process of the first contact, a regular customer receives important information from the hotel employee about the structure of services, location regarding attractions, tariffs, etc.

Upon arrival at the hotel, the second phase of the guest cycle is associated with the organization of the guest's settlement. The preparation of the room allows you to take into account all the wishes of the guest made by him during the first arrival, as well as take into account customer complaints if they arrived earlier. The client receives information about the services, especially the organization of work of the accommodation facility, its layout. In this phase, prepayment for the accommodation is made and additional and related hotel services are agreed in advance.

Thus, this phase has both important information, adaptation and communication functions.

The third phase of the guest cycle is related to serving a regular guest during their stay at the hotel. For a comfortable stay in a hotel, in addition to offering a room, they must provide the guest with a certain amount of additional services according to category, specialization, size, etc.

In hotels with a high level of service, a business center, service desk, health center, car rental services, etc. are required. Additional and related services are also important in ensuring the income of hotels. The share of income from the offer of additional services can reach 30%.

The fourth phase of the guest cycle is associated with the full calculation of a regular customer for accommodation and provided additional paid services. Also, accrual of bonuses for the day lived.

The final phase of the guest cycle in individual hotels is associated with the transfer of guests to the station or airport.

The introduction of this service in the hotel business is designed through a demonstration of care to motivate guests to visit again.

Many airlines and hotels open joint loyalty programs. So the traveler has the opportunity to choose whether to use the accumulated points for bonuses at the hotel, or to take advantage of the discount when calculating air tickets. Some hotels, for example, in the Hilton chain, offer double discounts. That is, the client receives bonuses both during the stay at the hotel, and when buying tickets.

The most widespread loyalty programs are in the USA. In the tradition of local business to make hours-long trips and large flights. Not so long ago, one of the oldest loyalty programs - Gold Crown Club

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International from Best Western Hotels - celebrated its twentieth anniversary.

Additional pleasant surprises can begin with a newspaper in the room and expand with each subsequent visit. The accumulated points will allow the hotel guest to count on free cocktails, gifts from the hotel, free accommodation in the hotel suite.

There are hundreds of loyalty programs in the world today. The most famous of them belong to the world's largest hotel chains.

We list the main ones: 2

- Accor Hotels loyalty program (Novotel, Sofitel, Ibis, Pullamn, Mercure, Grand Mercure, Thalassa).

- Hilton Loyalty Program (Hilton, Conrad, The Waldorf Astoria Collection, Doubletree, Embassy Suites Hotels, Hampton Inn, Hampton Inn & Suites, Hilton Garden Inn, Homewood Suites by Hilton).

- Hyatt loyalty program (Grand Hyatt, Park Hyatt, Andaz, Hyatt Regency, Hyatt Resorts and Spa, Hyatt Place, Hyatt Summerfield Suites, Hyatt at Home).

- Loyalty program of Inter Continental Hotels Group (Inter Continental, Crowne Plaza, Holiday Inn, Express by Holiday Inn, Indigo, Staybridge Suites, Candlewood).

- Marriott Loyalty Program (Marriott, JW Marriott, Renaissance, Courtyard, Residence Inn, SpringHill Suites, TownePlace Suites, Fairfield Inn).

- Carlson Loyalty Program (Regent, Radisson, Radisson BLU, Radisson Edwardian, Park Plaza, Country Inn & Suites By Carlson and Park Inn).

- Best Western loyalty program.

- Starwood Loyalty Program (Sheraton, Le Méridien, W, The Luxury Collection, St. Regis, Four Points, Westin, Element, Aloft).

- Wyndham Loyalty Program (Wyndham, Ramada, Days Inn, Super 8, Wingate, Baymont Inn & Suites, Hawthorn Suites, Howard Johnson, Travelodge, Knights Inn and AmeriHost Inn).

- Choice loyalty program (EClarion, Comfort Inn, Comfort Suites, Ascend Collection, Quality, Sleep Inn, Cambria Suites, MainStay Suites, Suburban Extended Stay Hotel, Econo Lodge, Rodeway Inn).

One of the best loyalty programs in the hotel business today is recognized by the Marriott Rewards of the Marriott hotel chain. The program currently involves over 24 million people.

Hyatt Gold Passport. The Hyatt hotel chain program, which is attended by over 200 hotels and nine airlines.

Holiday Inn Priority Club. The Holiday Inn hotel franchise has been offering a discount program to its customers for nearly 20 years. The program involves at least 2,000 hotels and a couple of dozen airlines. Among other well-known programs - Gold Crown Club program from the Best Western network, 6 Continents Continental, A-club from the Accor

network. Almost all of these programs earn points and miles. 3

Today, the customer reward program is considered a serious argument in favor of this or that hotel along with the rates, location and reviews of friends.

The determining factors for travelers can be such options as the validity of points (in some it is unlimited) and blackout dates - the dates when it is impossible to pay for a room with points (usually these are high seasons of the hotel).

According to international ratings of recent years, the most fast-growing, and therefore attractive in terms of privileges for customers, are considered loyalty programs IHG, Marriott and Hilton.

Currently, IHG Rewards covers 4600 Intercontinental hotels in 100 countries and has more than 74 million participants, of which 200 thousand are from Russia. This allows us to talk about it as the largest. The program includes a wide range of bonuses - from airline tickets and free movie downloads to car rental and free accommodation in any of the hotel chains, which makes it also comprehensive.[10]

On average, 200,000 new guests around the world join the program every month.

For many years now, the IHG Rewards Club program has been awarded the title of the best loyalty program in the global hotel industry, according to Global Traveler Magazine.

Marriott Rewards. Hotels of the Marriott International brands (Marriott Hotels & Resorts, JW Marriott, Renaissance Hotels & Resorts, etc.) offer Marriott Rewards loyalty programs for both individual guests and corporate clients, as well as Preference Plus - to further motivate the corporate segment.

Today, Marriott Rewards (MR) includes more than 33 million loyal customers. The program also encourages partners who book various business events at the company's hotels. Depending on the volume of events, they are awarded points according to certain rules. This may be a basic standard scheme with a fixed number of points. Or seasonal promotions, usually from September to December, are the time of the most intensive indicators for the conference business, as statistics show. "The loyalty program has a tangible" reverse "effect, that is, returns corporate customers."

The privileges of both individual guests and representatives of the corporate segment also depend on the current status of the client. Silver (Silver) is given to someone who spent 10 to 49 nights a year at the hotel or organized 2-4 corporate events during the same period, including group accommodation in rooms. Gold level - for 50-74 nights or 5-6 events per year, Platinum status - for 75 nights or more than 7 events.

According to surveys, a small percentage of guests avoid membership in the program, mainly

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<b>ISI (Dubai, UAE)</b>	<b>= 0.829</b>	<b>PIHHI (Russia)</b>	<b>= 0.126</b>	<b>PIF (India)</b>	<b>= 1.940</b>
<b>GIF (Australia)</b>	<b>= 0.564</b>	<b>ESJI (KZ)</b>	<b>= 8.716</b>	<b>IBI (India)</b>	<b>= 4.260</b>
<b>JIF</b>	<b>= 1.500</b>	<b>SJIF (Morocco)</b>	<b>= 5.667</b>	<b>OAJI (USA)</b>	<b>= 0.350</b>

explaining this by their reluctance to receive regular correspondence with various offers. An indicator of the success of the Marriott Rewards program can be called its numerous awards.

Hilton HHonors is almost not inferior to Marriott in the number of loyal customers (about 30 million people) bonus program of the hotel operator Hilton Worldwide - Hilton HHonors. And most importantly, it is actively gaining popularity precisely in Russia.

Hilton HHonors brings together more than 3900 hotels of ten brands of operators in 91 countries of the world and is the only program in the world that allows participants to choose the method of accumulating points and miles as they wish.

For members of the Hilton HHonors program, the accumulation of various categories of points is possible: basic, bonus and air miles. Each time, when staying at any of the Hilton Worldwide hotels, the guest receives an accrual of 10 basic points for every dollar spent, including the cost of the room, the order of food and drinks in the room, as well as phone calls. In addition to this, all guests have the opportunity to accumulate bonus points and air miles. In total, there are three methods of accumulation to choose from.

The program also has various levels of membership. The first is the Blue card, which everyone receives when completing the application form. One of the privileges of its owner is the possibility of late check-out from the hotel at no extra charge. However, the service is provided upon prior request and depends on the availability of rooms at the hotel.

To reach the next level - Silver - you must stay 4 times at any of the Hilton Worldwide hotels or spend 10 nights during the calendar year. For the Gold level, stay 20 times at any of the Hilton Worldwide hotels, live 40 nights during the calendar year, or accumulate 75 thousand base points. To achieve Diamond status, you need to stay at any of the Hilton Worldwide hotels 30 times, live 60 nights during the calendar year or accumulate 120 thousand base points.

Hilton HHonors partners are companies from various fields, including airlines (currently there are more than 40 of them, including Aeroflot since 2012), banks, shopping centers and car rental companies. Using the services of third parties, participants can also accumulate and use accumulated points.

In addition, for those professionally involved in organizing events and booking rooms for accommodation (MICE), Hilton Worldwide offers a special Event Bonus program that allows you to accumulate points and miles.

In addition to the loyalty programs discussed above, the latest trend in motivating customers to stay at a hotel is the use of modern technological means.

Closely studying the preferences of guests, companies are gaining more and more loyal customers and, interacting with them, get more reliable information.

In particular, at the Langham Place Hotel in Hong Kong, the guest fills in their personal password-protected Internet profile before arriving at the hotel. All information is processed, and the telephone and personal computer that are installed in each room are adjusted for each guest. Choosing your favorite radio station, remembering frequently dialed numbers, installing your favorite photo on a computer monitor is just a small part of all the surprises.

These are typical examples of how the hotel personifies the service, adjusting it to the guest. Of course, the idea itself is not new and is widely used in the service sector. But it is hotels that are finding ever new ways to fight for customers.

Peninsula Beverly Hills Hotel, California, stores guests' forgotten clothes and places them in their bedroom wardrobes before their next arrival. He also prints personal stationery and business cards with contacts of guests using his rooms for more than 5 nights. For regular customers, even monograms with their initials are embroidered on bedding and bathrobes. Minibars are not forgotten - even before arrival, guests can order everything they want.

Of interest is the project of The Rezidor Hotel Group - the Gold Points Plus program is successfully operating there, with almost 200,000 participants in Europe, Africa and the Middle East (another program has been developed for the United States). Gold Points Plus is aimed at both individuals and corporate customers.

There are only three categories of discount cards, and the highest bonuses depend on how much the guest spent on the network. At the first level, bonuses are not particularly serious - early check-in, late check-out, 5 percent discount in facilities owned by the hotel. The silver card offers more bonuses - in exchange for a much larger number of points, discounts at institutions increase to 10%, and the possibilities of choosing a room and free services increase.

A gold card is issued only to those who collected more points and spent 35 nights at the hotel throughout the year. The discounts they receive are much more attractive. -15% discount on food and drinks, an advantage when booking a room, etc. The collected points can also be used to purchase tickets for flights of twelve airlines with which The Rezidor Hotel Group maintains partnerships.

Gold Points Plus is not just collecting and exchanging points, and not just an opportunity to become a special guest, receive even better services at a lower price, and also become a philanthropist. Over the four years during which the operator works together with Save the Children, millions of dollars have been raised to save children around the world. In particular, 60,000 euros were invested in an educational project in the Republic of the Congo, thanks to which more than 800 children will receive the necessary education.



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In working with loyalty programs for hotels, special software for hotels helps, it allows you to accumulate information about guests, their likes and even complaints. Such programs are very popular, because hoteliers are well aware that if a guest has to constantly ask the staff for another pillow in their room and no one is able to remember such a request, next time the client will choose another hotel where this pillow is prepared in advance for him .

Whatever hotel loyalty program is chosen, there are several important decisions that must be made before the planning process begins:

1. Develop an approximate budget for the loyalty program, link it with the budget of the entire hotel.
2. Seek internal support - all hotel employees should be involved in the concept of a loyalty program.
3. Pay special attention to the database. Loyalty program - a tool for collecting valuable customer information.

For the possibility of contact with customers, communication between the program participants themselves, newsletters, it is advisable to use the full potential of communications (mail, Internet, phone).

4. Analysis of the conformity of the results and goals. By conducting periodic studies among participants, you can track how their behavior has changed under the influence of the loyalty program. Key elements for tracking behavior changes over short periods of time are compared between program participants and a control group. These are indicators such as:

- The average sale size per participant. It is necessary to compare sales data for new customers, customers participating in dynamics loyalty programs.
- The number of inactive buyers. Using this data, you can evaluate the contribution of the program to the achievement of key goals: customer retention and increase their share.
- Measurement of attitude. With the help of questionnaires and questionnaires, you can build the desired relationship with the guests. And the achieved result should be evaluated by measuring the degree to which the program changes the attitude of the buyer to the brand.

Tracking key indicators allows you to evaluate the effectiveness of investments in the loyalty program.

Thus, loyalty programs have become an integral part of good service and one of the best ways to motivate hotel guests to maintain long-term relationships with a hotel company.

Each hotel dreams that the number of regular guests provides it with a stable and most importantly predicted income. A regular customer is the least expensive and most profitable segment, which, however, requires substantial attention. And if the financial costs of retaining a client are lower than getting a new one, all the same, the attentiveness of

the staff and methods of raising loyalty require no less, and often more resources.

Regular customers of the hotel provide protection against sudden drops due to their qualities:

- much less susceptible to marketing campaigns by competitors - due to brand commitment, habits, etc. they are less susceptible to vague prospects of changing their preferences;
- marketing costs to stimulate a loyal customer to his repeat visit lower than to win a new one;
- Frequent customers are able to generate additional profit through positive references to their acquaintances, colleagues, friends, etc., which is very important in the development of sales - both direct and through electronic distribution. Moreover, a loyal client can recommend the hotel to strangers using online tools - TripAdvisor, social networks, communities, etc.

Recent studies show another feature of regular guests - they bring a much greater average profit than a one-time guest. According to the latest research by the hotel operator IHG, a member of the regular guest program brings twice as much income to the hotel as an ordinary guest.

And guests with an elite status in the program, as a rule, bring twelve times more profit. At the moment, both consumers and hotel marketers agree on one thing - loyalty should not be created in large quantities, but for each consumer individually.

### Conclusions and recommendations

To develop an attractive loyalty program, it is worth actively cooperating with companies in the hospitality industry, which will enable the hotel to diversify the list of services. It is also necessary to think over and plan everything in order to avoid a number of problems and difficulties associated with the program in the future. To do this, proceed to the phased creation of a loyalty program [5]:

1) goals, like any project, the development of a loyalty program begins with setting goals. A common mistake is the lack of clear language. A clear statement of purpose is an indicator of evaluating the effectiveness of a loyalty program<sup>15</sup>. The objectives of loyalty programs are divided into:

a) key objectives. The key objective of any loyalty program is to strengthen the position of the company, i.e. increasing its profitability, increasing revenues and market share;

b) the main objectives:

- the main goal of the program can be called - building relationships with customers, having won for a long time, their loyalty that their needs will be met by the organizing company;

- attracting new customers (program participants make advertisements themselves, talking about their advantages to friends and acquaintances, thereby attracting them to participate there). Or the organizing company offers attractive privileges within the

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program so that new customers will begin to strive to join the program on their own;

- building a customer database. A well-organized database is the company's strongest marketing tool;
- facilitating the work of other divisions of the company involved in market research and product development;
- creating opportunities for communication with program participants.

c) secondary goals:

- Improving the image of a trademark, enterprise;
- Stimulating the customer for a repeat purchase;
- solving problems of program participants, etc.

2) target audience - this stage allows you to answer the questions: "Who is the program aimed at? Who should hold? Whose loyalty should she increase?" In accordance with this, the conditions for participation in the program are determined. After analyzing the customer base, it is determined which target audience will participate in the loyalty program;

3) type of program - each company has the opportunity to choose any type of customer retention that is most acceptable in their company:

a) fixed discounts - discounts for guests from the open price:

- discounts for regular customers;
- discounts on groups;
- seasonal discounts;
- discounts for long stays;

b) cumulative system of discounts - receiving benefits for the constant use of products or services:

- upon purchase of a certain number of services;
- upon accumulation of a certain amount;

c) bonus points - the provision of a certain number of points for each completed purchase, which ultimately gives the right to pay the accumulated points for the purchased services;

d) special promotions - events organized by the company for regular customers;

e) corporate programs - programs for attracting and retaining corporate clients;

4) privileges - this is the most difficult, interesting and creative stage - this is the definition of what to offer the client, in addition to the main component - bonuses. And here the scope for creativity is so wide that you can lose sight of the most important thing - the needs of customers. They must determine the entire list of additional privileges. The final list is made taking into account such factors as the feasibility of the privilege, the competence of the company in its implementation and cost;

5) financial concept - the most sensitive issue is associated with the assessment of future expenses for the implementation of the program and the possibilities of covering them. Thus, the costs are associated with the costs of accruing bonuses, providing discounts, producing promotional and souvenir products, club plastic cards, purchasing or developing specialized software, and remunerating

the employees responsible for the operation of the program. Costs can be covered by the annual contribution of participants, redemption of a club card, etc. One of the most difficult issues is the accounting of bonuses in the company's accounting. Define the methodology for tracking the impact of the loyalty program on the sales, profitability and income of the company;

6) communication - there are three areas of communication: between the company and customers, between the company and the external environment, as well as within the company. There is a whole range of marketing communication methods, such as a magazine covering a program, a newsletter or newsletter, a hotline, a website, meetings of participants, other events held as part of the program, and much more.

Personal appeal is an effective strategy for enhancing the value of a proposal, but does not replace the value itself. That's right, if the focus of the loyalty program is on the relationship between the client and the brand. If the program is focused on itself, then it will not be durable. Targeted and meaningful information exchange within the framework of the loyalty program strengthens relationships with the best customers and provides stimulation of their behavior in a direction beneficial for the company.

In combination with effective technology and deep analysis techniques, loyalty programs that can make an offer that is of interest to the client in real time or close to that are able to easily overtake other programs built on the mass offer. Online technologies - the Internet or mobile communications - can become a rich source of customer information. Companies are increasingly forced to instantly respond to requests, and engage in dialogue in real time;

7) management - careful attention requires the creation of a single control center for a loyalty program that coordinates key areas of its functioning; center for processing incoming calls; IT systems for program maintenance; logistics systems and algorithm for the implementation of program procedures;

8) a database and a loyalty program is an excellent tool for collecting and accumulating customer data. Before starting the program, you should decide what data and in what volume should be entered into the database, how and with what frequency to be analyzed, what resources will be required for this, both technical and human. Unfortunately, many companies that implement loyalty programs and have extensive databases do not use them effectively. The reasons for this are ignorance of how to rationally apply the collected information, how to develop individual offers for each segment of customers, technical difficulties in the implementation of analytical processes, inaccuracy of data, etc. ;

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9) closing the program - a question that few people pay attention to when starting the program due to the optimistic attitude at the beginning of the journey. However, do not forget that any project has its own life cycle. There may come a time when the program ceases to be effective. Decide in advance with critical indicators, after which you need to minimize the program.

The rules for joining the program must be made available for understanding, structured and clearly stated. The client must be informed about the status of his bonus account, regularly receive information (mailing, calling) about the events of the program. The company must provide the client with feedback, while constantly focusing on the fact that, becoming a member of the program, he receives special privileges and personal service.

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