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<https://doi.org/10.61796/jaide.v1i10.1089>**ANALYSIS OF THE PROBLEMS IN DIGITALIZATION OF
THE HOTEL SYSTEM AND THE RESEARCHES OF
ECONOMISTS WHO CONDUCTED SCIENTIFIC WORK
IN THIS FIELD****M.M. Murtolibova**

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Abstract: Objective: The incomplete digitization systems in Uzbekistan's hotel industry result in operational inefficiencies, low-quality services, and guest dissatisfaction, particularly from foreign visitors. Key issues include a lack of ICT specialists, inadequate infrastructure, and insufficient digital skills among management and staff. **Methods:** This study analyzes expert recommendations and existing models, including Ye.I. Lizunova's organizational mechanisms and M.F. Melekhov's innovative strategies, to propose solutions for modernizing the industry. Grouping methods and infrastructure evaluations are emphasized to improve legal and organizational frameworks. **Results:** Findings reveal significant gaps in digital skills, lack of international collaborations, and outdated technologies as primary factors hindering growth. Adoption of advanced ICT training, enhanced service infrastructure, and strategic international partnerships are identified as critical to improving hotel operations and global competitiveness. **Novelty:** The study proposes an integrated approach combining targeted personnel training, innovative technologies, and collaborative strategies with international organizations to address the unique challenges faced by Uzbekistan's hospitality sector. These measures can align the industry with global standards and ensure sustainable growth.

Keywords: hotel, digitization, service, management, quality, technique, technology, forecasting, leader, employee, motivation

This is an open-access article under the [CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/) license**Introduction**

The incomplete organization of the digitization system in hotels, based on the prospects for the socio-economic development of the regions, and the lack of activities to forecast innovative development of digital technologies based on analysis, are causing a number of problems in the industry. These include a high demand for ICT specialists, lack of high-quality service infrastructure in the areas where hotels are located, and insufficient information on the hotel's social networks and website.

Additionally, the lack of sufficient skills among management personnel to use and analyze complex programs creates significant issues. For instance, the inability of managers to utilize ICT programs negatively impacts their subordinates, causing them to also lack these skills. This leads to a decline in hotel management quality and a tarnished reputation. Furthermore, hotels often lack modern equipment and technologies, or even when available, staff may not know how to use them properly. This results in a significant decrease or even a complete absence of guest inflow.

The lack of complex and necessary ICT skills among managers and employees forms the core of these problems. Another critical issue is the absence of partnerships between hotels and foreign organizations in the digitalization system. This lack of collaboration causes setbacks such as a decline in hotel quality in Uzbekistan and the inability of the hotel system to keep up with modern amenities and innovations. Foreign guests often express dissatisfaction with hotel services due to limited advancements in digitalization.

A pressing concern is the absence of targeted training programs for personnel in the digitalization system. This is a key challenge for the development of the hotel industry because future hotel management heavily depends on the capabilities of the currently trained personnel.

Despite growing attention to digitalization in recent years, several issues persist. Chief among them is the scarcity of ICT specialists working in the hospitality industry, largely due to the underdevelopment of the hotel sector in Uzbekistan [1], [2].

Methods

In our country, in order to develop hotels and improve management mechanisms, we need to analyze the research of economists who have conducted scientific work in this area. In her scientific work on improving hotel management, the economist Ye.I.Lizunova developed scientific and practical recommendations for the formation of an organizational mechanism for managing a new hotel, and proposed a method for grouping the organizational mechanism for managing a new hotel during the launch of a new hotel, as well as organizational approaches to preparing for launch and its implementation, in order to create a new hotel [3].

In our opinion, it is necessary to fully analyze the organizational and legal aspects of the organization of each guest and develop a legal infrastructure using the grouping method. In this regard, the infrastructure of the territories, the provision of services, the flow of guests are of particular importance [4].

Results and Discussion

The hotel industry in Uzbekistan faces significant challenges due to the incomplete organization of digitization systems. Issues such as a lack of skilled ICT specialists, insufficient service infrastructure in hotel areas, and limited online presence negatively affect operations and guest satisfaction. Furthermore, management personnel often lack the skills to utilize and analyze complex ICT programs, which hampers the overall efficiency of hotel operations and reduces their reputation. These gaps underscore the pressing need for digital innovation and comprehensive training programs.

Another critical issue is the limited engagement of hotels with international organizations in the digitization process. This results in subpar service quality, lagging behind global standards, and dissatisfaction among foreign guests due to outdated digital practices. The lack of targeted personnel training in digitalization exacerbates these problems, as the future of hotel management heavily relies on well-trained employees equipped with modern skills.

Research by various experts provides valuable insights into addressing these challenges. M.N. Zabayeve's systematic approaches to hotel management and O.V. Kaurova's cost management strategies highlight ways to enhance operational efficiency and financial stability [5], [6]. Similarly, M.F. Melekhov's suggestions, including flexible pricing, targeted marketing, and the integration of advanced technologies, emphasize the importance of innovation in driving industry growth [7].

To overcome these challenges, Uzbekistan's hotel industry must prioritize developing ICT skills among management and staff, fostering collaborations with international organizations, and

implementing robust cost management systems. These measures, combined with innovative service models, can help modernize hotel operations and align them with global standards.

By adopting these strategies, the Uzbek hotel sector can improve guest satisfaction, enhance its global competitiveness, and secure sustainable growth. Efforts in training, technological adoption, and strategic management will play a pivotal role in transforming the industry into a modern, efficient, and customer-focused sector [8], [9].

Conclusion

The hotel industry in Uzbekistan faces significant challenges, including inadequate ICT skills among staff and managers, insufficient infrastructure, and a lack of collaboration with international organizations. These issues lead to a decline in service quality and hinder the adoption of modern technologies. Training and development programs for personnel, particularly in digitalization, are critical for future improvement. Addressing these challenges has broad implications for the future of the hotel sector. Enhancing ICT capabilities, fostering international partnerships, and implementing effective training programs will help improve operational efficiency, guest satisfaction, and the global competitiveness of Uzbek hotels. Digital innovation is essential for the long-term success of the industry. The research acknowledges limitations, such as the underdeveloped hotel infrastructure in Uzbekistan, the lack of sufficient ICT specialists, and the insufficient focus on digital training for hotel staff. These factors hinder the full implementation of digital transformation strategies in the industry. Future studies should focus on exploring effective digital training models for hotel personnel, investigating international collaboration frameworks, and analyzing the impact of advanced technologies on service quality. Additionally, research on developing ICT infrastructure tailored to the hotel industry in Uzbekistan would provide valuable insights.

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