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IMPROVING THE MECHANISMS FOR MANAGING THE PROCESS OF DIVERSIFYING HOTEL SERVICES BASED ON INTERNATIONAL STANDARDS (USING THE FERGANA VALLEY AS AN EXAMPLE)

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Abstract. This article explores the issues of managing the process of diversifying services in hotels of the Fergana Valley based on international standards. It analyzes the importance of international standards in improving the quality of hotel services and the practical aspects of service diversification. The study examines statistical data and hotel performance indicators for the years 2020–2025. Based on the analysis, the main problems affecting service quality have been identified. The author has developed practical recommendations for improving management mechanisms based on international standards. The scientific novelty of the research lies in the proposed comprehensive approach to managing hotel service diversification. The results obtained contribute to increasing the competitiveness of hotels and promoting the sustainable development of the tourism sector.

Keywords: hotel services, service diversification, international standards, ISO 9001, ISO 14001, ISO 22483:2020, SERVQUAL model, Green Key, tourism development, Fergana Valley, service quality, hospitality management.

Аннотация. В данной статье рассматриваются вопросы управления процессом диверсификации услуг в гостиницах Ферганской долины на основе международных стандартов. Анализируется значение международных стандартов в повышении качества гостиничных услуг, а также практические аспекты диверсификации услуг. В исследовании изучены статистические данные и показатели деятельности гостиниц за 2020–2025 годы. На основе проведенного анализа выявлены основные проблемы, влияющие на качество услуг. Автором разработаны практические рекомендации по совершенствованию механизмов управления на основе международных стандартов. Научная новизна исследования заключается в предложении комплексного подхода к управлению диверсификацией гостиничных услуг. Полученные результаты способствуют повышению конкурентоспособности гостиниц и устойчивому развитию туристической отрасли.

Ключевые слова: гостиничные услуги, диверсификация услуг, международные стандарты, ISO 9001, ISO 14001, ISO 22483:2020, модель SERVQUAL, Green Key, развитие туризма, Ферганская долина, качество услуг, управление гостиничным бизнесом.

INTRODUCTION

In recent years, the tourism sector in Uzbekistan has been growing rapidly as one of the strategic areas of the national economy. In particular, improving the quality of hotel services and modernizing them according to international standards are considered among the urgent tasks. This process helps fully meet tourists' needs and increase competitiveness by expanding the diversification of services.

The Fergana Valley is considered one of the country's promising regions due to its geographical location, historical and cultural heritage, and tourism potential. However, the range of services and management systems in the region's hotels are not fully aligned with international standards, which negatively affects service quality.

For this reason, effectively managing the process of diversifying hotel services and implementing international standards like ISO 9001, ISO 14001, ISO 22483:2020, Green Key, and SERVQUAL is a pressing scientific and practical issue.

Research object — the activities of hotels in the Fergana Valley.

Research subject — the mechanisms for diversifying hotel services and managing them according to international standards.

Research goal — to analyze the processes of diversifying services in Fergana Valley hotels and develop practical scientific recommendations to improve them.

Research tasks:

- Study the theoretical foundations of diversifying hotel services;
- Analyze the impact of international standards on service quality;
- Assess the current state of hotels in the Fergana Valley;
- Identify factors affecting service quality;
- Develop suggestions for improving management mechanisms.

LITERATURE REVIEW

Issues related to diversifying hotel services and managing them according to international standards have been widely studied in international scientific literature. In particular, the SERVQUAL model developed by A. Parasuraman is considered one of the most important approaches in assessing service quality [1]. This model identifies the gap between the service expected by the customer and the actual service provided. Also, the ISO 9001 quality management system is important for standardizing hotel services and improving management efficiency [2]. ISO 14001, on the other hand, contributes to the sustainable development of tourism enterprises by implementing an environmental management system [3]. Foreign researchers (Bowie & Buttle, 2020) emphasize that diversifying hotel services is a key factor in enhancing competitiveness [4]. Among Uzbek researchers, A. Kucharov and Kh. Ochilova have emphasized the importance of improving tourism infrastructure and service quality in the development of tourism in Uzbekistan [5]. However, existing studies have not sufficiently explored the mechanisms of diversifying services with integrated international standards, using hotels in the Fergana Valley as an example. For this reason, this article aims to fill that gap.

RESEARCH METHODOLOGY

In this study, comparative analysis, statistical analysis, and a systematic approach were used. Through comparative analysis, the service level of hotels in the Fergana Valley was compared with international standards.

Statistical analysis was carried out based on hotel services, tourist flow, and income indicators from 2020 to 2025. During this process, the dynamics of changes in service quality were evaluated.

The systematic approach was used to analyze the possibilities of integrating ISO 9001, ISO 14001, ISO 22483:2020, Green Key, and SERVQUAL standards into a single management system.

The results obtained during the research were processed using the method of scientific generalization, and practical recommendations were developed.

ANALYSIS AND RESULTS

Currently, hotel chains have firmly established themselves in the service market. In major cities around the world, there are hotels that belong to hotel chains. This experience is also making its way into Uzbekistan's hotel services market. A hotel chain is a group of hotels that share a common design and level of service, offering similar treatment and interaction to customers [6].

Table 1

Services sector and tourism indicators for 2025 (June)¹.

Indicators	Unit of measurement	2025
Total volume of services (trillion soums)	trillion soums	136.0
Services per capita (million soums)	million soums	3.7
Small business share (trln soums)	trillion soums	74.8
Small business share (%)	%	55.0
Active business entities (accommodation and food services)	Number of establishments	27166.0
Newly established companies (accommodation and food services)	Number of establishments	1119.0
Number of foreign tourists (thousands)	million	11.7
Tourists for travel purposes (thousands)	million	9.7

¹ Worked on by the author based on data from the State Statistics Committee of the Republic of Uzbekistan (stat.uz).

As can be seen from the table above, the service sector has been growing actively in the first six months of 2025. In particular, the total volume of services amounted to 136 trillion soums, with small business entities accounting for 55% of that. The number of entities operating in the accommodation and catering sector reached 27,166. Additionally, 1,119 new companies were established specifically in this sector. This confirms that the service sector is developing even more rapidly. The number of foreign tourists reached 678.7 thousand, with 75.4 thousand of them visiting specifically for tourism purposes, indicating an increasing demand for tourism and hotel services. For this reason, diversifying hotel services and providing services that meet international standards is considered a pressing issue.

Table 2

Tourist flow in the Republic and the Fergana Valley in 2022–2025 (as of June 2025, in thousands)²

Regions	Unit of measurement	Years			
		2022	2023	2024	2025
Across Uzbekistan	million people	5400	6500	7350	8100
In the Fergana Valley	million people	1250	1480	1650	1800

These numbers show that between 2022 and 2025 (as of June 2025), tourist flow steadily increased both across the country and in the Fergana Valley. The analysis is as follows:

The number of tourists in Uzbekistan at the end of 2022 was 5.4 million. By the end of 2024, it had reached 7.3 million. Compared to 2022, this shows a 1.4% increase in 2024. This growth of more than 1.4% is linked to post-pandemic recovery, the development of tourism infrastructure, and international promotion campaigns. By the first half of 2025, it had risen to 8.1 million.

As for the Fergana Valley, the number of tourists, which was 1.25 million in 2022, reached 1.8 million in 2025. This represents nearly a 44% increase and shows that the valley's tourism potential is steadily growing.

The Fergana Valley's share in the country's total tourist flow was around 23% in 2022, but by 2025 this share had slightly decreased to about 22%. This indicates that tourism has picked up in other regions as well, but the valley has managed to maintain its position.

Table 3

Hotel revenue by provinces of the Fergana Valley (2020–2025, in billion soums) (as of June 2025)³

Years	Unit of measurement	Andijan	Namangan	Fergana	Total income
2020	in billion soums	180.2	165.4	210.7	556.3
2021	in billion soums	215.5	192.6	245.1	653.2
2022	in billion soums	248.3	223.1	272.9	744.3
2023	in billion soums	287.6	260.5	312.3	860.4
2024	in billion soums	330.1	301.4	358.6	990.1
2025	in billion soums	370.8	339.7	403.5	1114.0

As can be seen from the table above, total revenue increased from 556.3 billion UZS at the end of 2020 to 990.1 billion UZS by the end of 2024, growing 1.7 times. In the first six months of 2025, it reached 1,114.0 billion UZS, showing a twofold increase. The highest growth rate was observed in Fergana region — from 210.7 billion UZS in 2020 to 403.5 billion UZS in 2025 (91.5%). Growth in Andijan and Namangan regions was also steady, with an average annual increase of over 10–12%. This growth is related to the development of tourism infrastructure, diversification of services, and the introduction of digital services, such as online booking and mobile apps.

² Worked on by the author based on data from the State Statistics Committee of the Republic of Uzbekistan (stat.uz).

³ Worked on by the author based on data from the State Statistics Committee of the Republic of Uzbekistan (stat.uz).

Table 4

Hotel expenses in the Fergana Valley (2020–2025, in billion soums) (as of June 2025)⁴

Years	Unit of measurement	Andijan	Namangan	Fergana	Total expenses
2020	in billion soums	132.5	121.8	155.3	409.6
2021	in billion soums	149.7	138.4	172.9	461.0
2022	in billion soums	165.4	153.2	189.1	507.7
2023	in billion soums	182.9	170.6	208.4	561.9
2024	in billion soums	203.7	189.3	231.5	624.5
2025	in billion soums	220.6	206.1	249.7	676.4

Overall expenses increased from 409.6 billion soums in 2020 to 676.4 billion soums in 2025, which indicates about 65% growth.

The main areas of spending are labor, utilities, food supply, cleaning and service, marketing, and digital services.

Fergana region has the highest expenses — this is explained by the wide variety of services in the area and the presence of large hotels.

In Andijan and Namangan regions, expenses have also been steadily increasing year by year — this is linked to improvements in service quality and technical infrastructure.

Table 5

Hotel revenue, expenses, and profit by Fergana Valley regions (2020–2025, in billion soums) (as of June 2025)⁵

Years	Unit of measurement	Total income	Total cost	Net profit
2020	in billion soums	556.3	409.6	146.7
2021	in billion soums	653.2	461.0	192.2
2022	in billion soums	744.3	507.7	236.6
2023	in billion soums	860.4	561.9	298.5
2024	in billion soums	990.1	624.5	365.6
2025	in billion soums	1114.0	676.4	437.6

In 2020, net profit amounted to 146.7 billion soums. By 2024, this figure had increased to 365.6 billion soums, and in the first six months of 2025 it reached 437.6 billion soums. This indicates that net profit almost tripled compared to 2020.

This increase in profit is explained by the competitiveness of hotel services, service quality, growth in the number of guests, and effective expense management.

Revenues grew by over 100% from 2020 to 2025, while expenses increased by 65%, indicating that the profitability rate is rising.

The highest profit was recorded in 2025 — this year expenses grew relatively less, while revenue was higher.

Table 6

Number of guests accommodated in hotels in the Fergana Valley (2020–2025, thousand people) (as of June 2025)⁶

Regions	Unit of measurement	Years					
		2020	2021	2022	2023	2024	2025
Andijan	thous. people	210	245	285	330	370	410
Namangan	thous. people	185	210	240	270	305	340
Fergana	thous. people	185	275	310	345	385	420
Total number of customers	thous. people	580	730	835	945	1060	1170

⁴ Worked on by the author based on data from the State Statistics Committee of the Republic of Uzbekistan (stat.uz).

⁵ Worked on by the author based on data from the State Statistics Committee of the Republic of Uzbekistan (stat.uz).

⁶ Worked on by the author based on data from the State Statistics Committee of the Republic of Uzbekistan (stat.uz).

If the total number of clients was 580 thousand at the end of 2020, it reached 1,060 thousand in 2024, indicating about 82.8% growth. By June 2025, this figure reached 1,170 thousand, which means more than 100% growth compared to 2020. The biggest growth was observed in Fergana region: from 185 thousand in 2020 to 420 thousand in 2025. The number of tourists in Andijan and Namangan regions also steadily increased, which is linked to regional infrastructure, marketing, and the quality of services.

Table 7

Growth Rate of the Number of Service Types Offered by Hotels in the Fergana Valley, 2020–2025 (as of June 2025)⁷

Years	Average number of services (per hotel)	Growth rate (%)
2020	6	-
2021	7	+16.7
2022	9	+28.6
2023	11	+22.2
2024	13	+18.2
2025	15	15.4

In 2023–2025, the growth rate was especially sharp, which can be explained by a full recovery from the pandemic and the strengthening of both domestic and international tourism flows. In 2020, hotels in the Fergana Valley offered an average of 6 types of services, such as accommodation, dining, transport, laundry, etc. By 2025, this figure had reached 15 — which means a 2.5-fold increase.

Newly added services include online booking systems, mobile app services, eco-tourism, conference rooms, SPA/wellness, and family services. This growth shows that the diversification strategy of services is being implemented and that hotels are adapting to international standards and customer needs.

CONCLUSIONS AND SUGGESTIONS

To improve the quality of services in hotels in Uzbekistan, it is necessary to diversify existing services and introduce new types of services based on modern technologies and international standards. This will significantly increase the competitiveness of hotels and customer satisfaction. Nowadays, by expanding the range of services currently offered in Uzbek hotels and introducing modern, eco-friendly, and digital services, the service system can be significantly diversified. In particular, services based on wellness, agro-tourism, and smart technologies have strong potential for rapid development. In the Fergana Valley, there is a need to expand diversification based on international standards.

The analysis results showed that hotel services in the Fergana Valley are increasing, but their compliance with international standards and the variety of services are not yet sufficiently developed. In particular:

In many hotels, ISO 9001-based quality management systems are still at the development stage.

The application of Green Key and ISO 14001 standards remains limited.

Service quality according to SERVQUAL is not regularly measured.

This situation reduces the efficiency of hotel services and may restrain the growth of international tourist flows.

The expansion of service companies increases overall demand, attracts more investment to the sector compared to agriculture and industry, popularizes the use of digital technologies, ensures legal cash circulation through money transfers and terminals, contributes to increasing the transparency of economic transactions, lowers unemployment, and, in a market economy, leads to higher efficiency and easier working conditions. Additionally, the service sector contributes to socio-economic stability and sustainable development and plays an important role in protecting the environment.

Nowadays, the share of the services sector in the gross domestic product of developed countries is 70–80%. The competitiveness of such economies is increasingly based on innovation, knowledge-intensive services, digital solutions, and the extensive use of smart technologies.

One of the main directions for effectively managing the tourism industry and its tourism enterprises is to modernize hotel chains and effectively diversify the services offered in hotels.

From the perspective of staff management, the efficiency of hotel operations is positively affected by actions such as correctly selecting hotel employees, maintaining the staff structure to achieve hotel goals, applying fair wages and incentives for hotel employees, taking measures to protect each member of the hotel's workforce, and involving service staff in management [8].

⁷ Worked on by the author based on data from the State Statistics Committee of the Republic of Uzbekistan (stat.uz).

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