



INCREASING COMPETITIVENESS THROUGH DIVERSIFICATION OF HOTEL SERVICES

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Abstract: The article explores the main methods and advantages of diversifying hotel services to increase competitiveness. The growing competition in the tourism sector and the constantly changing needs of customers require hotels to offer new services. Service diversification allows hotels to increase their customer base, adapt to their needs, and cater to different market segments. The article discusses topics such as offering new services, implementing innovations, and developing a brand through diversification. This article provides useful recommendations for hotel managers and tourism professionals.

Key words: Hotel, diversification, services, competitiveness, tourism, new services, brand, innovations, market segments, customer needs.

Annotatsiya: Maqolada, mehmonxona xizmatlarini diversifikatsiya qilish orqali raqobatbardoshlikni oshirishning asosiy usullari va afzalliklari tahlil qilinadi. Turizm sanoatida raqobatning kuchayishi va mijozlar ehtiyojlarining doimiy o'zgarishi mehmonxonalarga yangi xizmatlar taklif qilishni talab qilmoqda. Xizmatlarning diversifikatsiyasi, mehmonxonalarga mijozlar sonini ko'paytirish, ularning talablariga moslashish va bozorning turli segmentlariga xizmat ko'rsatish imkonini beradi. Maqolada, diversifikatsiya orqali mijozlarga yangi xizmatlar taklif qilish, innovatsiyalarni joriy etish va brendni rivojlantirish kabi masalalar ko'rib chiqiladi. Ushbu maqola, mehmonxona boshqaruvchilari va turizm mutaxassislari uchun foydali tavsiyalarni taqdim etadi.

Kalit so'zlar: Mehmonxona, diversifikatsiya, xizmatlar, raqobatbardoshlik, turizm, yangi xizmatlar, brend, innovatsiyalar, bozor segmentlari, mijozlar ehtiyoji.

Аннотация: В статье рассматриваются основные методы и преимущества диверсификации гостиничных услуг для повышения конкурентоспособности. Усиление конкуренции в туризме и постоянные изменения потребностей клиентов требуют от гостиниц предложения новых услуг. Диверсификация услуг позволяет гостиницам увеличивать количество клиентов, адаптироваться к их потребностям и обслуживать различные сегменты рынка. В статье рассматриваются такие вопросы, как предложение новых услуг, внедрение инноваций и развитие бренда через диверсификацию. Статья предлагает полезные рекомендации для руководителей гостиниц и специалистов в области туризма.

Ключевые слова: Гостиница, диверсификация, услуги, конкурентоспособность, туризм, новые услуги, бренд, инновации, сегменты рынка, потребности клиентов.

Introduction. Today, competition in the hotel industry is becoming increasingly fierce, and this, in turn, requires a constant change in customer requirements and needs. To succeed in the tourism industry, hotels need to provide new and innovative services, not limited to traditional services. By diversifying hotel services, enterprises not only expand their customer

base, but also create opportunities to serve different market segments. This article analyzes the importance of diversifying hotel services, its role in increasing competitiveness, and ways to make hotel operations more efficient through diversification.

Main part. Diversification of hotel services is the process of expanding the activities of an enterprise and adapting to customer needs by offering a variety of services and products. Diversification of services allows hotels to enter new market segments, attract customers, and overcome competition. For example, services such as spa, wellness, business services, and eco-tourism allow hotels to attract more customers.

Hotels need to rely on innovative approaches to diversifying their services. New technologies, digital services and online platforms can personalize customer services, simplify booking systems and improve customer experience. For example, automated check-in/check-out systems, digital rooms, special guest applications and other innovative services increase the competitiveness of hotels.

Diversification serves not only to develop services, but also to develop the hotel brand. New services and products further strengthen the hotel brand and help it adapt to different market segments. By diversifying the brand, the hotel will be able to offer its customers unique and individual services.

The main goal of service diversification is to increase hotel revenues and enter new market segments. Through diversification, hotels' revenues expand, as they offer services not only in the tourist, but also in business, wellness, environmental and other areas. This ensures their economic sustainability. Effective management is necessary for the successful implementation of service diversification. A good management system and strategic planning will allow the hotel to introduce new services and ensure high quality in them. In the process of diversification, managers should effectively use existing resources to introduce new services, analyze customer requirements and market changes.

Diversification of hotel services is necessary to increase competitiveness and better adapt to customer needs. By offering new services, introducing innovations and developing a brand, hotels can strengthen their market position. Diversification of services provides hotels with opportunities to create new markets and increase economic efficiency. For this, effective management and strategic planning are important.

Table 1

A SMART increasing competitiveness through diversification of hotel services

Goal	S – Specific	M – Measurable	A – Achievable	R – Relevant	T – Time-bound
Expand service offerings (e.g., spa, coworking, local tours)	Introduce at least 3 new services that align with guest needs	Track usage rates, sales, and customer feedback on each service	Can be achieved with moderate investment and staff training	New services attract diverse customer segments and increase revenue	Launch new services within 6 months
Personalize guest experiences	Implement CRM systems to tailor services and	Measure repeat bookings and	Many affordable CRM tools	Personalization boosts loyalty and enhances	Implement system and train staff

Goal	S – Specific	M – Measurable	A – Achievable	R – Relevant	T – Time-bound
using customer data	offers	guest satisfaction scores	are available for hotels of any size	the guest experience	within 3 months
Introduce themed packages for niche markets (e.g., wellness, digital nomads)	Develop targeted packages combining accommodation with unique value-added services	Track bookings from these packages and conversion rates	Market analysis and partnerships make this realistic	Differentiation increases competitiveness in a crowded market	Roll out pilot packages within 4 months
Train staff to deliver diversified services effectively	Conduct role-specific workshops to improve service delivery across new offerings	Evaluate training impact through guest reviews and internal KPIs	Training can be done gradually to minimize disruption	Staff competence is essential for service consistency and quality	Complete training sessions for all departments within 3 months
Increase digital promotion of diversified services	Promote new offerings through social media, hotel website, and OTAs	Track traffic, engagement, and online bookings tied to new services	Social media campaigns are cost-effective and widely accessible	Digital visibility is key to reaching new customer bases	Launch and track campaign results within 2 months

This SMART framework helps align the diversification strategy with measurable and achievable steps, improving the hotel's competitiveness in the modern hospitality market.

Conclusion. Diversification of services in the hotel industry is a key strategy for enhancing competitiveness in an ever-evolving market. As customer preferences become more diverse and the demand for personalized, value-added experiences increases, hotels must go beyond traditional offerings to remain relevant and profitable.

By expanding service options—such as wellness programs, coworking spaces, cultural tours, and family-friendly amenities—hotels can attract a broader customer base and differentiate themselves from competitors. This not only improves guest satisfaction and loyalty but also creates multiple revenue streams that reduce dependency on room bookings alone.

Additionally, leveraging technology, staff training, and digital marketing enhances the effectiveness of diversification strategies. When implemented with a SMART (Specific, Measurable, Achievable, Relevant, Time-bound) approach, diversification becomes a practical and measurable path toward long-term success.

In conclusion, service diversification is not just a trend but a strategic necessity in the modern hospitality landscape. Hotels that adapt, innovate, and cater to emerging needs are better positioned to thrive in a competitive global market.

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