

# The Influence of Customer Preferences on The Formation of Hotel Services (Using the Example of Accommodation Enterprises)

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**Abstract:** Growing competition in the hospitality sector urges accommodation enterprises to align their offerings ever more closely with the changing wishes of travellers. This study investigates how modern customer preferences shape the configuration of hotel services in Uzbekistan and comparable emerging destinations. Drawing on a mixed-methods design that combines guest surveys, structured interviews with hotel managers and service audits of three- to five-star properties, the research identifies the decisive role of personalised experience packages, digital convenience and sustainability credentials in guest satisfaction and revenue performance. Regression analysis shows a statistically significant correlation between the depth of service customisation ( $\beta = 0.62$ ;  $p < 0.01$ ) and average daily rate growth, while qualitative results reveal managerial tactics for rapidly embedding new consumer trends in the service mix. The findings suggest that hotels embracing data-driven preference mapping and agile service design gain a durable competitive edge.

**Keywords:** Customer preferences; hotel service design; accommodation enterprises; personalised experience; hospitality management; Uzbekistan.

**Introduction:** Accommodation enterprises have traditionally competed on tangible attributes such as location, room size and price. The diffusion of online travel agencies, user-generated reviews and dynamic pricing algorithms has, however, shifted focal competition to the intangible realm of experiential value creation. Guests now expect services that reflect their lifestyle choices, technological habits and ethical concerns. In emerging markets, where development cycles are shorter and brand standards are still being defined, the ability to translate these evolving expectations into concrete service features can determine organisational survival.

The Uzbek hospitality industry illustrates this dynamic backdrop. International visitor arrivals exceeded seven million in 2024, according to the State Committee for Tourism, and the sector's compound annual growth

rate of hotel room supply surpassed eight per cent. As overseas operators enter, local properties face the twin challenge of meeting global service benchmarks while preserving authentic cultural appeal. Understanding what, precisely, travellers value—and how those values steer purchasing decisions—therefore becomes indispensable.

Despite the practical urgency, scholarly inquiry has often treated customer preferences either as static satisfaction drivers or as broad psychosocial constructs detached from operational realities. This paper addresses that gap by analysing how concrete preference patterns materialise as specific hotel services and how such alignment influences financial and reputational outcomes. The study employs an IMRAD structure to document objectives, methodology, empirical evidence and managerial implications.

A sequential explanatory mixed-methods strategy was adopted. Quantitative data were gathered first to establish statistical relationships, followed by qualitative inquiry to explain underlying mechanisms.

Three hundred and forty-two domestic and international guests who stayed at twelve accommodation enterprises in Tashkent, Samarkand and Bukhara between September 2024 and February 2025 completed a structured questionnaire. Properties were selected to represent independent and chain-affiliated hotels across three quality tiers. Parallel to the survey, service audits using an adapted SERVQUAL rubric recorded the presence and depth of twenty-four service elements: digital check-in, pillow menu, locally sourced amenities, carbon-offset options and so forth.

Subsequently, sixteen semi-structured interviews were conducted with general managers, front-office supervisors and marketing directors to capture decision-making rationales. Each interview lasted between forty-five and sixty minutes and was audio-recorded with consent.

The dependent variable for the quantitative phase was the hotels' average daily rate (ADR) growth over the preceding twelve months, obtained from management reports. Key independent variables included perceived personalisation score, digital convenience score and sustainability score, each constructed from multiple questionnaire items (Cronbach's  $\alpha > 0.8$ ). Multiple linear regression tested the predictive power of these indices while controlling for hotel size and star rating. SPSS 29.0 facilitated statistical analysis.

Qualitative material underwent thematic coding using MAXQDA. An inductive approach identified recurring strategies hotels employed to translate preference insights into service innovations and organisational routines. Cross-case synthesis then contrasted patterns across different ownership and market-segment contexts.

Participants were informed of the study's academic purpose and assured anonymity. Hotel identities are masked in the results section by alphanumeric codes. The research protocol conformed to the University of Science and Technology ethics guidelines.

Regression outputs confirmed the substantive influence of preference-aligned service components on financial performance. The composite personalisation index emerged as the strongest predictor of ADR growth ( $\beta = 0.62$ ;  $t = 9.41$ ;  $p < 0.01$ ). Digital convenience, operationalised via seamless mobile interactions and smart-room controls, also demonstrated a positive effect ( $\beta = 0.34$ ;  $p < 0.05$ ). Sustainability practices showed a weaker yet still significant relationship ( $\beta = 0.17$ ;  $p < 0.1$ ), suggesting

that ecological credentials bolster pricing power mainly in premium segments. The adjusted  $R^2$  of the full model reached 0.48, indicating that nearly half of the variation in revenue growth can be attributed to the examined preference factors.

Guest survey responses reinforce these statistical findings. Eighty-six per cent of participants rated "service tailored to my personal habits" as very important in their accommodation choice, surpassing traditional criteria such as room size (68 %) and proximity to tourist attractions (64 %). Among digital touchpoints, mobile key access garnered the highest satisfaction differential: travellers who used app-based room entry scored overall stay satisfaction twenty-one percentage points higher than those who received conventional key cards.

Service audits revealed measurable differences between hotels with above-average ADR growth and lagging peers. High performers consistently offered multi-language chatbots, curated local experience desks, real-time housekeeping requests via apps and climate-positive stay programmes. In contrast, low-growth properties tended to rely on generic upgrades such as flat-screen televisions without integrating them into a coherent value narrative.

Qualitative interviews elucidate the organisational pathways enabling rapid service adaptation. Managers in dynamic properties described a cyclical "listen-prototype-embed" routine. Trip-advisor sentiment mining and post-stay surveys generated micro-preferences, which cross-functional teams translated into low-cost pilots—an artisanal Uzbek pillow selection, a farm-to-table breakfast corner, or in-room yoga kits. Successful pilots were codified into standard operating procedures and marketing collateral within six weeks. Conversely, managers in underperforming hotels cited rigid brand manuals, budget constraints and siloed departments as obstacles to preference-driven innovation.

Thematic coding highlights three additional insights. First, the notion of personalisation extends beyond room amenities to encompass flexible check-in times and bespoke excursion planning, thereby blurring operational boundaries between rooms division and concierge functions. Second, digital convenience is appreciated not merely for speed but for the perceived control it grants guests over privacy and time. Third, sustainability initiatives resonate most when communicated through tangible stories—for example, naming the local farm supplying organic produce—rather than abstract carbon metrics.

The results substantiate theoretical propositions that service co-creation, propelled by granular knowledge

of customer preferences, enhances both customer satisfaction and financial returns. By demonstrating robust links between preference alignment and ADR growth, the study offers empirical support for the resource-based view, which posits that unique service capabilities constitute inimitable competitive assets. In the Uzbek context, where international benchmarking is catching up with global chains, smaller enterprises can leapfrog by leveraging cultural authenticity within a structured personalisation framework.

Digital convenience emerges as a crucial enabler rather than an isolated value proposition. Hotels that deployed integrated property-management systems could orchestrate real-time preference data, thereby accelerating customisation cycles. This finding aligns with service-dominant logic, emphasising information flows as key operant resources. Moreover, the differentiated impact of sustainability points to market segmentation effects: eco-conscious travellers cluster in higher-priced tiers, suggesting that green investments should be integrated with premium positioning strategies.

Managerial implications are clear. Accommodation enterprises should institutionalise rapid feedback loops, empower cross-functional teams and allocate flexible budgets for micro-innovations. Investment in digital infrastructure pays dividends not only through operational efficiency but also through richer preference insights. Policymakers and destination marketers can facilitate this shift by promoting open data ecosystems and certification schemes that recognise authentic local integration.

## CONCLUSION

The study confirms that customer preferences—expressed through demands for personalisation, digital ease and responsible travel—directly influence how hotels design and refine their service portfolios. Enterprises that systematically translate these preferences into agile service features achieve superior revenue growth and guest loyalty. Future research could extend the sample to regional boutique properties and explore longitudinal impacts as preference patterns continue to evolve.

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