

FOREIGN AND DOMESTIC EXPERIENCE OF BUSINESS PLANNING IN THE HOTEL INDUSTRY UNDER CONDITIONS OF DIGITAL TRANSFORMATION

Isomiddinov Akmaljon Olimjon o‘g‘li

Master’s Student, Ural State University of Economics (USUE)

Abstract. The article examines modern approaches to business planning in the hotel industry based on a comparative analysis of foreign and domestic experience. Particular attention is paid to digital transformation, strategic management, revenue management systems, operational efficiency, and financial sustainability of hotel enterprises.

Keywords: business planning, hotel industry, digital transformation, hospitality management, foreign experience, domestic experience, hotel business strategy, digital technologies, innovation in hospitality, strategic planning, hotel competitiveness, digitalization, tourism industry, service quality, hotel management.

Introduction. The hospitality industry is one of the fastest-growing sectors of the modern service economy. In conditions of increasing competition, globalization, and technological transformation, hotel enterprises face the necessity of improving business planning mechanisms and strengthening operational efficiency. Business planning has become an important strategic instrument allowing hotel enterprises to adapt to market changes, optimize financial resources, improve service quality, and ensure long-term competitiveness.

Modern hotel management differs significantly from traditional approaches used several decades ago. Today, hotel enterprises actively implement digital technologies, automated accounting systems, online booking platforms, customer relationship management systems, and analytical forecasting tools. These technologies significantly influence strategic and operational planning processes. In international practice, hotel business planning is based on the integration of marketing, financial management, innovation, and customer-oriented strategies. Large hotel corporations actively apply dynamic pricing systems, artificial intelligence technologies, and big data analytics to improve operational efficiency and increase profitability.

Domestic hotel enterprises are also gradually adapting international management standards. However, the process of digital transformation remains uneven. Many enterprises still experience problems associated with insufficient automation, limited analytical capabilities, high operational costs, and seasonal demand fluctuations.

The relevance of the research is determined by the growing importance of strategic and operational business planning in the hotel industry under conditions of economic instability and digital transformation.

Materials and Methods. The methodological basis of the research includes scientific works of foreign and domestic economists in the field of hospitality management, strategic planning, financial analysis, and digital transformation. Comparative analysis, system analysis, economic-statistical methods, and logical generalization were applied during the research.

The study also uses analytical materials from international tourism organizations, hotel industry reports, scientific publications, and digital economy research dedicated to modern management systems in hospitality enterprises.

Results and Discussion. The conducted research demonstrates that business planning in the hotel industry is becoming increasingly complex due to rapid technological development and changing consumer behavior. Modern hotel enterprises must combine strategic flexibility, financial sustainability, and digital innovation.

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Foreign hotel enterprises actively use Revenue Management Systems allowing them to optimize room pricing depending on market demand, seasonality, occupancy level, and customer behavior. Such systems contribute to increasing profitability and operational efficiency.

Another important feature of international hotel management is the active implementation of artificial intelligence technologies. AI-based systems allow enterprises to forecast demand, analyze customer preferences, optimize staffing schedules, and improve operational decision-making.

International hotel corporations also pay significant attention to sustainability and environmental management. Energy-saving technologies, waste reduction systems, and digital resource monitoring tools have become integral elements of strategic planning.

Domestic hotel enterprises traditionally focus on financial stability and cost control. In recent years, however, many hotels have started implementing online booking systems, CRM technologies, digital accounting systems, and internet marketing tools.

The comparative analysis shows that foreign hotel enterprises demonstrate a higher level of automation and strategic integration, while domestic enterprises are more flexible in adapting to local market conditions. At the same time, globalization processes gradually reduce these differences. Digital transformation has significantly changed hotel business planning mechanisms. Cloud accounting systems, online communication tools, mobile applications, and digital marketing platforms improve management efficiency and reduce administrative costs.

An important direction of modern hotel management is customer-oriented planning. Modern hotel enterprises increasingly focus on creating emotional value and personalized service experiences. This approach strengthens customer loyalty and increases competitiveness.

Financial planning in the hospitality sector has specific characteristics associated with high fixed costs and dependence on seasonal demand. Hotel enterprises must ensure efficient budgeting, cash flow management, and operational cost control. Modern hotel enterprises also actively use key performance indicators such as Occupancy Rate, ADR, RevPAR, profitability indicators, and customer satisfaction metrics. These indicators improve strategic planning and operational management quality.

Despite significant progress in digitalization, hotel enterprises still face several challenges, including inflationary pressure, high utility costs, cybersecurity risks, labor shortages, and unstable tourism flows. Future development of hotel business planning will be connected with wider implementation of artificial intelligence, predictive analytics, automated financial control systems, and integrated digital ecosystems.

The integration of innovative management technologies contributes to reducing operational costs, improving labor productivity, increasing profitability, and strengthening competitive positions in the global hospitality market.

Conclusion. The research confirms that modern business planning in the hotel industry should be considered not only as a financial management instrument but also as a strategic mechanism ensuring sustainable development and competitiveness.

Foreign experience demonstrates the effectiveness of digital transformation, automated planning systems, customer analytics, and strategic flexibility. Domestic hotel enterprises are gradually adapting these approaches while preserving operational flexibility and orientation toward regional market conditions.

The future competitiveness of hotel enterprises will largely depend on their ability to integrate innovative technologies, optimize operational processes, improve customer service quality, and respond rapidly to market changes.

Thus, effective business planning becomes one of the most important factors determining the sustainability, profitability, and long-term success of hotel enterprises under modern economic conditions.

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