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MUNDARIJA

O'ZBEKISTON IQTISODIYOTIDA TARKIBIY SILJISHLAR INTENSIVLIGI VA ULARNING IQTISODIY O'SISH SIFATIGA TA'SIRI	14
Muxamedov Sanjar Husnutdin o'g'li	
KICHIK BIZNESDA YUQORI QO'SHILGAN QIYMATLI SANOAT MAHSULOTLARI ISHLAB CHIQRISH SAMARADORLIGINI OSHIRISH OMILLARI	21
Ergashev Ulug'bek Karimovich	
SOLIQ ISLOHOTLARI SHAROITIDA SOLIQ STAVKALARINING O'ZGARISHI VA SOLIQ MA'MURCHILIGINI RAQAMLASHTIRISH SAMARADORLIGI	26
Ashirbayev Odilbek Aminbayevich	
MOLIYAVIY BOSHQARUV VA LOYIHALARNI BOSHQARISH INTEGRATSIYASI: LOYIHA XARAJATLARI, MOLIYALASHTIRISH QARORLARI VA LOYIHA NATIJADORLIGI O'RTASIDAGI BOG'LIQLIKNING KONTSEPTUAL TAHLILI	32
Abdukarimov Akbar G'anisherovich	
INVESTITSIALARNI JALB QILISHNI EKONOMETRIK BAHOLASH VA PROGNOZLASH	37
Almuradov Abdulla	
Aziza Asrorova Oybekovna	
TIJORAT BANKLARIDA MUAMMOLI KREDITLARNI RAQAMLI BOSHQARISH MEKANIZMLARINI TAKOMILLASHTIRISH	43
Nashvanov Jasur Mamat o'g'li	
QISHLOQ HUDUDLARIDA AGRAR SOHADA KREATIV TADBIRKORLIKNI RIVOJLANTIRISHNING NAZARIY JIHATLARI	48
Qodirova Noiba Maxmud qizi	
TIJORAT BANKLARINING LIKVIDLIGIGA TA'SIR ETUVCHI OMILLAR	53
Nazirov Ibrohimjon Sodiqjon o'g'li	
ECONOMIC DRIVERS OF SUSTAINABLE DEVELOPMENT IN UZBEKISTAN'S GRAIN SECTOR	58
Gaffarova Sarvinoz Muzaffar qizi	
ЦИФРОВАЯ ТРАНСФОРМАЦИЯ ГОСУДАРСТВЕННОГО ФИНАНСОВОГО КОНТРОЛЯ В РЕСПУБЛИКЕ УЗБЕКИСТАН: ПРОБЛЕМЫ ФИНАНСОВО-ПРАВОВОГО РЕГУЛИРОВАНИЯ	62
Сунатуллаева Нозима Ботир кизи	
BEHAVIORAL ECONOMICS IN PUBLIC POLICY AND BUDGET CONTROL	70
Narmanov Ulugbek	
Rahimova Hosila	
Yangiboyeva Oydin	
O'ZBEKISTON SOG'LIQNI SAQLASH TIZIMIDA BYUDJET XARAJATLARI VA MOLIYALASHTIRISH MANBALARINING 2017-2026-YILLARDAGI TRANSFORMATSIYASI	75
Abdullajonov Umidjon G'ulomjon o'g'li	
ЭКОНОМЕТРИЧЕСКОЕ МОДЕЛИРОВАНИЕ ВЛИЯНИЯ ИНФЛЯЦИИ И БЕЗРАБОТИЦЫ НА ТЕМПЫ ЭКОНОМИЧЕСКОГО РОСТА	81
Нагметуллаев Айдос Абатбай-улы	
TIJORAT BANKLARIDA INNOVATSION XIZMATLARNING MONETIZATSIYA SAMARADORLIGINI BAHOLASHNI TAKOMILLASHTIRISH	90
Sanayev Javohir Shavkat o'g'li	
SANOAT KORXONALARIDA MAHSULOT TANNARXINI KAMAYTIRISHDA STRATEGIK XARAJATLARNI BOSHQARISH USULLARINING NAZARIY-USLUBIY ASOSLARI	96
M.M.Muxammadaliyev	



O'ZBEKISTONDA OZIQ-OVQAT XAVFSIZLIGINI TA'MINLASH VA BOSHQARISHNING HUDUDIIY RIVOJLANTIRISH STRATEGIYASI	100
Xudoyberganova Dilnoza Anvarjon qizi	
O'ZBEKISTON KORXONALARIDA SUN'IIY INTELLEKT TEXNOLOGIYALARI ASOSIDA MARKETING FAOLIYATINI TAKOMILLASHTIRISH	104
Jo'rayeva Zarina Kuntug'diyevna	
TAKRORIY VA ORALIQ OZUQA EKINLARI ASOSIDA YER YUKLAMASINI OSHIRISH – SUTCHILIK FERMER XO'JALIKLARI OZUQA BAZASINI KENGAYTIRISH ZAXIRASI.....	110
Ibodullayev Doston Sobirjon o'g'li	
QISHLOQ XO'JALIGI MAHSULOTLARI BOZORIDA VOSITACHILIK MUNOSABATLARI VA MARKETING-LOGISTIKA STRATEGIYALARINI MUQOBILLASHTIRISH.....	119
Djurayev Bekzod Bekmatovich	
AGROSANOAT ISHLAB CHIQARISH RAQOBATBARDOSHLIGINI OSHIRISHDA XORIJIY MAMLAKATLAR TAJRIBASI VA UNING QIYOSIY TAHLILI.....	128
Raxmonova Sarvinoz Faxriddin qizi	
G'AZNACHILIK TIZIMIDA DAVLAT MOLIVAVIY NAZORATINI TAKOMILLASHTIRISHNING TASHKILIY-IQTISODIY MEKANIZMLARI.....	134
G'ofurov Bekzod Fayzulla o'g'li	
DAVLAT XARIDLARI TIZIMIDA BYUDJET MABLAG'LARIDAN FOYDALANISH SAMARADORLIGINI OSHIRISH YO'NALISHLARI.....	142
Abduraxmonova Mahliyo Nurmamatovna	
TASHQI SAVDO FAOLIYATINI SOLIQQA TORTISH MEKANIZMLARINI TAKOMILLASHTIRISH: FISKAL NEYTRALLIK, REPATRIATSIYA VA QQS MA'MURIYATCHILIGI.....	147
Almuradov Ne'mat Abdullayevich	
ФАКТОРНЫЙ АНАЛИЗ РАЗВИТИЯ АУТСОРСИНГА ИТ-УСЛУГ В РЕСПУБЛИКЕ УЗБЕКИСТАН: ЧЕЛОВЕЧЕСКИЙ КАПИТАЛ И ДЕМОГРАФИЯ	156
Назаров Зиёвуддин Шарофиддинович	
O'ZBEKISTONDA TEMIR YO'L TURIZMINI BOSHQARISH MEKANIZMINI RIVOJLANTIRISH.....	161
Nazarov Ulug'bek Akbar o'g'li	
KICHIK BIZNESNI DAVLAT TOMONIDAN QO'LLAB-QUVVATLASHDA BOJXONA MEKANIZMLARINI TAKOMILLASHTIRISH	167
Yuldasheva Umida Sadullayevna	
O'ZBEKISTONDA XIZMAT KO'RSATISH SOHASINI RIVOJLANTIRISHNING TASHKILIY-IQTISODIY MEKANIZMLARINI TAKOMILLASHTIRISH YO'LLARI	175
Normurodov U.N.	
O'ZBEKISTONDA RAQAMLI IQTISODIYOTNI RIVOJLANTIRISHNING ASOSIY YO'NALISHLARI.....	182
Toshnazarov Abbosbek Xayrulloevich	
AKSIYADORLIK JAMIYATLARIDA BIZNES-JARAYONLARNI BOSHQARISHNI RAQAMLASHTIRISHDA ILG'OR XORIJIY TAJRIBALAR TAHLILI.....	186
Suvanova Dilnoza Dilmurod qizi	
TIJORAT BANKLARIDA TRANSFORMATSIYA JARAYONLARINING NAZARIY-METODOLOGIK ASOSLARINI TAKOMILLASHTIRISH	196
Berdiyev Nodir Raxmatovich	
ОРГАНИЗАЦИОННО-МЕТОДИЧЕСКАЯ МОДЕЛЬ УПРАВЛЕНЧЕСКОГО УЧЁТА ЗАТРАТ НА ПРЕДПРИЯТИЯХ ГОРНОДОБЫВАЮЩЕЙ ПРОМЫШЛЕННОСТИ	203
Ойбекова Сарвиноз Киёмовна	
ВЛИЯНИЕ ГЛОБАЛЬНЫХ КРИЗИСОВ НА ИНВЕСТИЦИОННУЮ АКТИВНОСТЬ ИНСТИТУЦИОНАЛЬНЫХ ИНВЕСТИТОРОВ: ГЛОБАЛЬНЫЕ ТЕНДЕНЦИИ И ОПЫТ РЕСПУБЛИКИ УЗБЕКИСТАН	208
Хамидова Фаридахон Абдулкарим кизи	
Камилова Севара Анваровна	



GOVERNANCE CAPACITY AND GLOBAL UNIVERSITY RANKINGS IN TRANSITION ECONOMIES: A SYSTEMATIC REVIEW OF UZBEKISTAN IN COMPARATIVE PERSPECTIVE.....	220
Mukhlisa Khamidova	
O'ZBEKISTONDA TASHQI IQTISODIY FAOLIYAT RISKLARINI SUG'URTALASH HOLATI TAHLILI VA ULARNI KOMPLEKS BAHOLASH USULLARI	229
Raximov Timur Furkatovich	
TADBIR VA KO'NGILOCHAR XIZMATLAR MARKETING STRATEGIYASINI RIVOJLANTIRISH.....	235
Yunusov Xurshid Azamatovich	
SUN'IY INTELLEKTGA ASOSLANGAN SAMARADORLIKNI BOSHQARISH TIZIMLARINING XODIMLAR XULQ-ATVORIGA TA'SIRI.....	240
Akramova Nilufar Beknazar qizi	
KO'CHMAS MULK OBYEKTLARINING BOZOR QIYMATINI SHAKLLANTIRUVCHI OMILLARNI TIZIMLASHTIRISHNING NAZARIY-USLUBIY ASOSLARI.....	248
Fayzieva Gulnoza Abdurumonovna	
STUDY OF THE TRIBOLOGICAL PROPERTIES OF ORGANOMINERAL MATERIALS MODIFIED WITH A POLYFUNCTIONAL MODIFIER.....	254
Rustamov Mirshokhid	
Umida Ziyamukhamedova	
Elbek Turgunaliyev	
Sotvoldiev Khasanboy	
Mirjalol Abdulakimov	
Shokhjakhon Abdurakhimov	
YASHIL DAVLAT XARIDLARI ORQALI MAHALLIY SANOAT KORXONALARINI EKOLOGIK MODERNIZATSIYALASHNI RAG'BATLANTIRISH MEXANIZMLARI	263
Abbosbek Jurayev	
DAVLAT FUQAROLIK XIZMATIDA YOSHLAR O'RNI, AHAMIYATI HAMDA KASBIY FAOLIYATIDA RIVOJLANISH DRAYVERLARINI SHAKLLANTIRISH MEXANIZMI.....	269
Muhamedov Shavkat Rovshan o'g'li	
TOSHKENT SHAHRIDA BARQAROR URBANIZATSIYANI TA'MINLASH MUAMMOLARINI HAL ETISHNING INTEGRATSIYALASHGAN YECHIMI SIFATIDA RAQAMLI EGIZAK (DIGITAL TWIN) TEXNOLOGIYASINI JORIY ETISH	277
Salimov Sobirjon	
Xusnuddinov Fazluddin Zuxruddin o'g'li	
Inoyatxodjayev Jamshid Shuxratullayevich	
TIJORAT BANKLARINING QIMMATLI QOG'OZLAR BOZORIDAGI OPERATSIYALARINI TASHKIL ETISHNING HUQUQIY ASOSLARI.....	290
Tillayev Xurshidjon Sulaymon o'g'li	
TIKUVCHILIK SANOATI KORXONALARINING BARQAROR RIVOJLANISHI BILAN BOG'LIQ MUAMMOLARNI TAHLIL QILISH	297
Babadjanova Nozima Abdullayevna	
ТЕОРЕТИЧЕСКИЕ ПОДХОДЫ К ОЦЕНКЕ КОНКУРЕНТОСПОСОБНОСТИ ЭКОНОМИКИ И ЕЁ РОЛЬ В ОБЕСПЕЧЕНИИ УСТОЙЧИВОГО РАЗВИТИЯ	304
Камилова Наргиза Абдукахоровна	
WAYS OF IMPROVING MARKETING STRATEGIES IN HOTEL BRAND DEVELOPMENT: COMPLEMENTARITY BETWEEN PRACTICES, THE SEQUENCE OF STEPS AND THE LIMITS OF EXECUTION	309
Ergashev Oybek Mamarasul ugli	



WAYS OF IMPROVING MARKETING STRATEGIES IN HOTEL BRAND DEVELOPMENT: COMPLEMENTARITY BETWEEN PRACTICES, THE SEQUENCE OF STEPS AND THE LIMITS OF EXECUTION

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Abstract. Advice on improving hotel marketing is usually a list of good practices, each recommended on its own. This article asks whether the practices work together, whether the order in which a hotel adopts them matters, and whether doing them consistently adds anything beyond doing them at all. It follows 150 hotels over twenty quarters, 2021 to 2025, through the adoption of three practices: brand positioning with service standards, own channel capability, and data and CRM analytics. The practices are complements. With hotel and quarter fixed effects, the own channel raises the premium of the best available rate by 1.47 points on its own, positioning by 0.62 and data by 0.22; the interaction of positioning with the channel adds 0.99 ($t = 3.57$) and that of the channel with data 0.70 ($t = 2.20$), while positioning and data do not interact (0.09, $t = 0.30$). All three together are worth 4.09 points against 2.31 if their separate effects simply added. Data and CRM analytics have no effect on their own, either on the rate premium (0.22, $t = 0.73$) or on the RevPAR index (minus 0.05, $t = \text{minus } 0.12$); their value appears only in combination with the channel, where the RevPAR interaction is 2.23 ($t = 4.61$). The order of adoption does not change the destination: hotels that built the channel first gained 3.88 points in total and those that began with data 3.61, a difference of 0.27 (Welch $t = 0.50$). It changes the timing: hotels beginning with the channel collect 1.47 of the eventual 4.09 points at the first step, against 0.22 for those beginning with data. Execution consistency could not be shown to matter: only 15.6 per cent of its variance lies within hotels, and the within-hotel coefficient is small and insignificant (minus 0.083, $t = \text{minus } 0.86$), although across hotels inconsistency is strongly associated with a lower premium (minus 1.62, $t = \text{minus } 6.99$), an association that cannot be separated from management capability.

Keywords: brand development, marketing practices, complementarity, adoption sequence, direct channel, execution, hotel industry, Uzbekistan

INTRODUCTION

Every hotel manager in Uzbekistan has been told what to improve: position the brand, define service standards, build a direct booking channel, collect guest data and use it. The advice is rarely wrong and rarely useful, because it does not say what to do first, whether the items on the list support one another, or how much of the promised gain depends on doing them well rather than merely doing them.

These are three distinct questions. The first is about complementarity: whether two practices together are worth more than the sum of their separate contributions, as they are when one raises the return to the other. The second is about sequence: whether a hotel that adopts the same practices in a different order ends up in the same place. The third is about execution: whether the consistency with which a practice is applied adds to the effect of having it.

This article answers them with a panel of 150 hotels observed over twenty quarters through the adoption of three practices. Three constructs organise the analysis. The first is the practice bundle, the set of practices a hotel has at a point in time, whose value is estimated with interactions rather than separate effects. The second is the adoption path, the order and timing in which the bundle was assembled. The third is execution



inconsistency, the quarter-to-quarter variability with which the hotel applies its discounting and service standards.

Three expectations were formed in advance. The first was that the practices would be complements. The second was that the order would matter, with data before the channel being less productive. The third was that execution consistency would add to the effect of the practices themselves. The first is confirmed for two of the three pairs. The second is rejected for the total gain and confirmed only for its timing. The third cannot be established with the data: the variation needed to test it lies mostly between hotels rather than within them.

2. LITERATURE REVIEW

The idea that organisational practices support one another was formalised by Milgrom and Roberts [1], who showed that when activities are complements the return to each rises with the level of the others, so that firms adopt them in clusters and partial adoption yields little. Brynjolfsson and Hitt [2] found empirically that the returns to information technology depended on accompanying organisational change, and Bloom and Van Reenen [3] documented wide and persistent differences in management practices across firms and their association with performance. Ichniowski, Shaw and Prennushi [4] showed for production lines that systems of human resource practices raised productivity while individual practices adopted alone did not.

For brands specifically, Keller [5] set out the brand value chain from marketing activity through customer mindset to market performance, and Keller and Lehmann [6] reviewed what research had established about how the links in that chain hold. In hospitality, brand value at the level of the individual hotel has been related to service delivery and to the channels through which rooms are sold: Carroll and Siguaw [7] traced the shift of bargaining power to online intermediaries, which gave hotels a reason to build their own channels, and Ye, Law and Gu [8] linked review ratings to room sales.

The sequence in which capabilities are built has been examined in the literature on dynamic capabilities and on learning. Teece, Pisano and Shuen [9] emphasised that capabilities are path dependent, so what a firm can do next depends on what it has done. Cohen and Levinthal [10] argued that prior related knowledge raises the capacity to absorb new knowledge, which implies that some orders of adoption are easier than others. Whether sequence affects the eventual outcome, as distinct from the speed of reaching it, is an empirical question that requires observing firms that took different orders.

Two methodological points follow. Complementarity is tested through interaction terms between practices, with the caution that a positive interaction identifies complementarity only within the range of adoption observed [1]. And when practices are adopted at different times, effects are estimated with fixed effects and event studies, with attention to what each comparison actually contrasts [11], and with standard errors clustered by firm [12].

The gap is that advice on improving hotel marketing in Uzbekistan is offered as a list of independent measures, without evidence on whether the measures are complements, whether their order matters, or whether execution quality can be separated from the practices themselves.

3. RESEARCH METHODOLOGY

3.1 Panel and practices

The panel covers 150 hotels observed quarterly from the first quarter of 2021 to the fourth quarter of 2025, giving 3,000 hotel-quarters. Hotels are anonymised.

Three practices are recorded with the quarter in which each was adopted. Brand positioning and service standards means a documented positioning statement with written service standards and their monitoring. Own channel capability means a booking engine on the hotel's own site with rate parity management and metasearch placement. Data and CRM analytics means a guest database used for segmentation and campaign measurement. By the end of the panel, 96 hotels had adopted positioning and standards, 96 the own channel and 69 data and CRM; 41 had all three and 17 none.

Execution inconsistency is the quarter-to-quarter variability of the hotel's discounting depth and service standard compliance, expressed as an index whose mean is 2.84 and standard deviation 0.87.

3.2 Outcomes

Brand value is measured by the BAR premium, the percentage by which the hotel's best available rate exceeds that of its competitive set, with a mean of 3.49. Performance is measured by the RevPAR index relative to the same competitive set, with a mean of 102.0.

3.3 Estimation

Each outcome is regressed on the three practice indicators with hotel and quarter fixed effects (S1), then with the three pairwise interactions (S2), then with execution inconsistency (S3). A positive interaction means the two practices are complements [1]. The value of each bundle is the sum of the relevant main effects and



interactions. Standard errors are clustered by hotel, giving a critical value of 1.976.

The sequence is examined among the 48 hotels that adopted both the own channel and data and CRM at different times, of which 41 did so with at least two quarters between the moves. Two comparisons are used. An event study around the second move, separately for hotels that took the channel first and for those that took data first, shows when the gains arrive; because the second move is a different practice in each group, the two curves are not a like-for-like comparison of order. The comparison that answers the question of order is the total change in the BAR premium from before the first move to four or more quarters after it.

3.4 Limitations

Adoption is chosen by hotels, and hotels that expect larger gains may adopt earlier; the event study shows no change before the moves, which limits but does not remove this concern. Complementarity is identified from hotels that changed their bundle during the panel. The test of execution consistency is weak by construction, because most of its variation is between hotels. And with 41 hotels in the sequence comparison, differences smaller than about one point of premium could not be detected.

4. ANALYSIS AND RESULTS

4.1 Are the practices complements?

Table 1. Effects of the three practices on the BAR premium

Specification	Positioning and standards	Own channel	Data and CRM	Positioning x channel	Channel x data	Positioning x data	Execution inconsistency
S1 main effects	1.156 (6.42)	2.129 (11.38)	0.740 (3.80)				
S2 + interactions	0.624 (2.62)	1.466 (7.84)	0.219 (0.74)	0.991 (3.57)	0.701 (2.20)	0.089 (0.30)	
S3 + inconsistency	0.618 (2.60)	1.466 (7.85)	0.216 (0.73)	0.994 (3.57)	0.704 (2.20)	0.091 (0.30)	-0.083 (-0.86)

Source: authors' calculations. Hotel and quarter fixed effects; *t* statistics from standard errors clustered by hotel in parentheses; critical value 1.976. *n* = 3,000.

The first expectation is confirmed for two pairs of practices out of three. Positioning and the own channel are complements: their interaction adds 0.99 points of premium to the 0.62 and 1.47 they contribute separately. The channel and data are complements: their interaction adds 0.70. Positioning and data are not: their interaction is 0.09 and indistinguishable from zero.

The pattern has a clear reading. The own channel is where a brand's positioning becomes visible to a guest and where guest data can be acted on. Standards without a channel of one's own are applied to guests the hotel did not choose and cannot recognise; data without a channel describe bookings the hotel does not control. Positioning and data, which do not touch each other directly, show no complementarity.

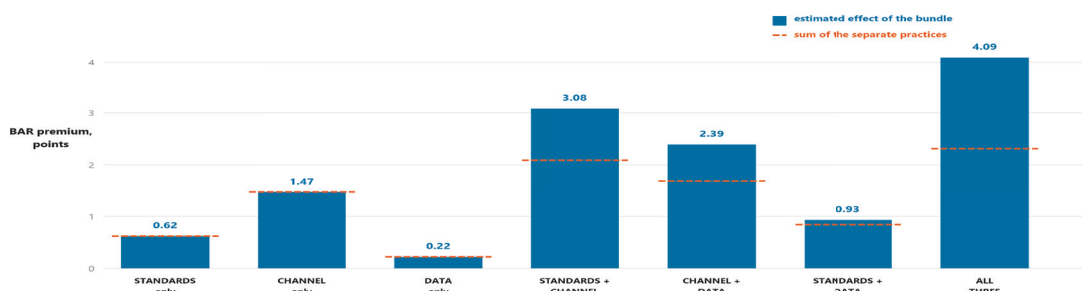
Table 2. The value of each bundle

Bundle	BAR premium effect, points	Sum of separate effects
Positioning only	0.62	0.62
Own channel only	1.47	1.47
Data only	0.22	0.22
Positioning + channel	3.08	2.09
Channel + data	2.39	1.69
Positioning + data	0.93	0.84
All three	4.09	2.31

Source: authors' calculations from specification S3.

All three practices together are worth 4.09 points of premium, against 2.31 if their effects simply added. Nearly all of the difference comes from the two significant interactions. A hotel that adopts one practice at a time and judges each by its own result will systematically understate what the set is worth.

THE PRACTICES ARE WORTH MORE TOGETHER THAN APART



All three practices together are worth 4.09 points of BAR premium, against 2.31 if their separate effects simply added up.

The complementarity is between standards and the own channel (interaction 0.994, $t = 3.57$) and between the channel and data (0.704, $t = 2.20$); standards and data are not complements (0.091, $t = 0.30$).

complements (0.091, $t = 0.30$)
150 hotels, 20 quarters, hotel and quarter fixed effects, standard errors clustered by hotel

Figure 1. The value of practice bundles against the sum of their parts.

The same pattern appears in performance rather than price. On the RevPAR index, positioning contributes 0.97 ($t = 2.53$) and the channel 1.86 ($t = 5.25$), while data alone contributes nothing (minus 0.05, $t = \text{minus } 0.12$) and the interaction of channel and data contributes 2.23 ($t = 4.61$). Data and CRM analytics, taken alone, is the clearest example in these data of a practice that is worthless until something else is in place.

THE CHANNEL CARRIES THE BRAND: THE OTHER PRACTICES WORK THROUGH IT

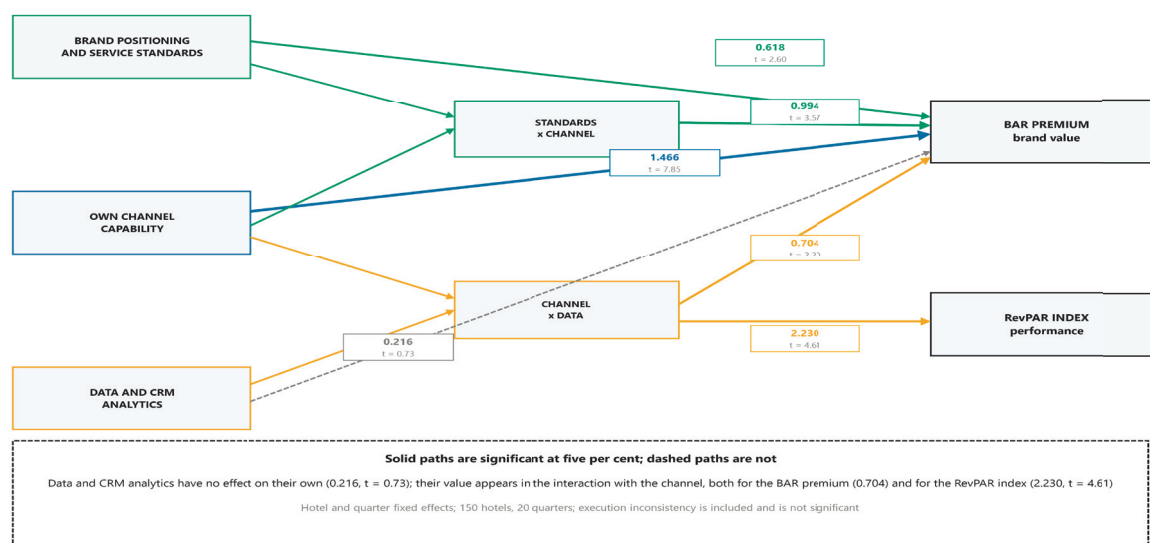


Figure 2. Path structure of the three practices and their interactions.

4.2 Does the order matter?

Table 3. Sequence of the channel and data

Comparison	Channel first	Data first	Difference
Hotels	22	19	
Change at the second move, quarter 1	1.45 (3.63)	3.43 (8.09)	-1.99 (-3.41)
Change at the second move, quarter 8	2.32 (2.17)	5.26 (6.04)	-2.94 (-2.13)
Total change from before the first move	3.88	3.61	0.27 (0.50)
Gain collected at the first step	1.47	0.22	

Source: authors' calculations. t statistics in parentheses; the total change compares the four quarters before the first move with the fourth quarter after it and later.



The second expectation is rejected for the destination and confirmed for the journey. Hotels that adopted the channel first and data afterwards ended 3.88 points of premium above where they started; hotels that began with data ended 3.61 points above. The difference, 0.27 points, is well inside sampling noise (Welch $t = 0.50$). The two orders arrive at the same bundle and therefore at the same value.

The event study around the second move appears to say the opposite, and it is worth being explicit about why it does not. Hotels that kept the channel for last show a jump of 3.43 points in the quarter after their second move, against 1.45 for hotels whose second move was data. That is not evidence that data first is better: the second move is a different practice in the two groups, and the larger jump simply reflects that the channel is the larger practice. Comparing groups at the same event time compares different treatments.

What the order does change is when the gain arrives. A hotel that starts with the channel has collected 1.47 of the eventual 4.09 points after its first step; a hotel that starts with data has collected 0.22. For a hotel that must show a result before it can fund the next step, that difference decides whether there is a next step.

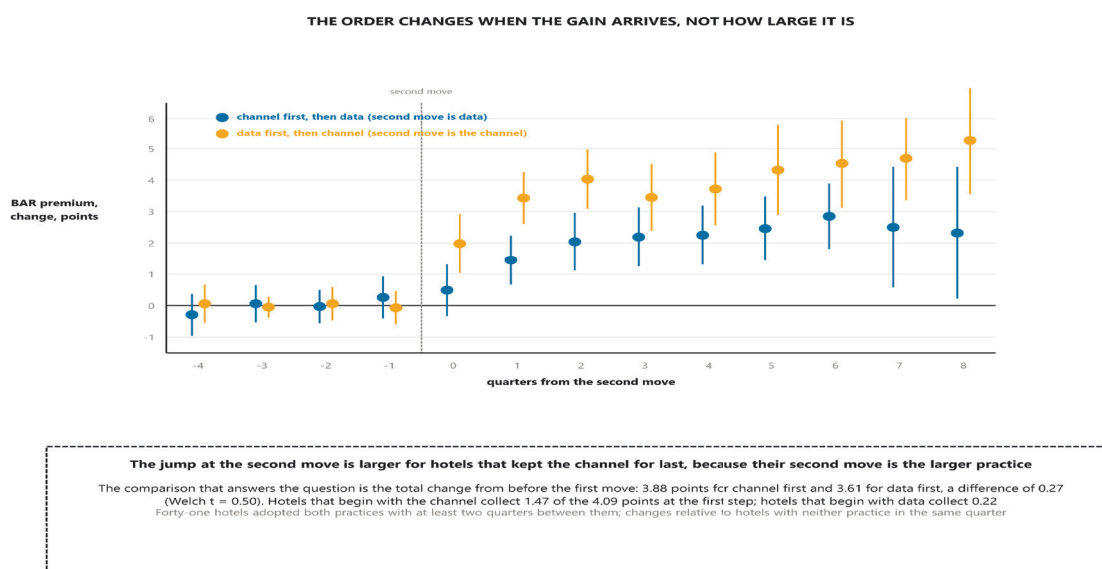


Figure 3. The BAR premium around the second move, by order of adoption.

4.3 Does execution consistency add anything?

Table 4. Execution inconsistency

Estimate	Value	t
Within hotels, BAR premium, per point	-0.083	-0.86
Within hotels, RevPAR index, per point	-0.218	-1.41
Across hotels, BAR premium, per point, practices held fixed	-1.621	-6.99
Share of the variance of inconsistency lying within hotels	15.6%	

Source: authors' calculations.

The third expectation cannot be tested properly with these data, and the honest answer is that the question remains open. Within hotels, execution inconsistency has no detectable association with either outcome. Across hotels, holding the three practices fixed, a hotel one point more inconsistent has a premium 1.62 points lower, an association as large as the effect of the own channel. The two results are not contradictory: only 15.6 per cent of the variance of inconsistency lies within hotels, so the within estimate is identified from short-lived fluctuations, while the cross-hotel association mixes the effect of inconsistency with the management capability of the hotels that are inconsistent.

The practical implication is a caution rather than a finding. Consistency looks important, and the mechanism is plausible, but on this evidence a hotel cannot be promised a specific gain from becoming more consistent. Moving from the ninetieth to the tenth percentile of inconsistency would be worth 0.18 points of premium on the within-hotel coefficient and 3.50 points on the cross-hotel one, and the data cannot say which is nearer the truth.



4.4 A bounded path

Table 5. A four-step path for a hotel with none of the practices

Step	Gain, BAR premium points	Cumulative	Status
1. Build own channel capability	1.47	1.47	significant
2. Add data and CRM analytics	0.92	2.39	significant through the interaction
3. Add positioning and service standards	1.70	4.09	significant
4. Cut execution inconsistency from the 90th to the 10th percentile	0.18	4.27	not established

Source: authors' calculations. Each step includes the complementarity with the steps already taken.

Seventeen of the 150 hotels have none of the three practices, and for them the path is available in full. Its first three steps rest on coefficients significant at five per cent; the fourth is shown as an upper bound based on a coefficient that is not significant, and it would be larger if the cross-hotel association were causal.

The order of the first two steps matters for the timing of the gains, not for their total: starting with data yields 0.22 at the first step instead of 1.47, and the same 2.39 once both are in place. Positioning and standards are placed third here because their complementarity is with the channel, but the estimates would equally support taking them first: positioning and channel together are worth 3.08, the largest two-practice bundle.

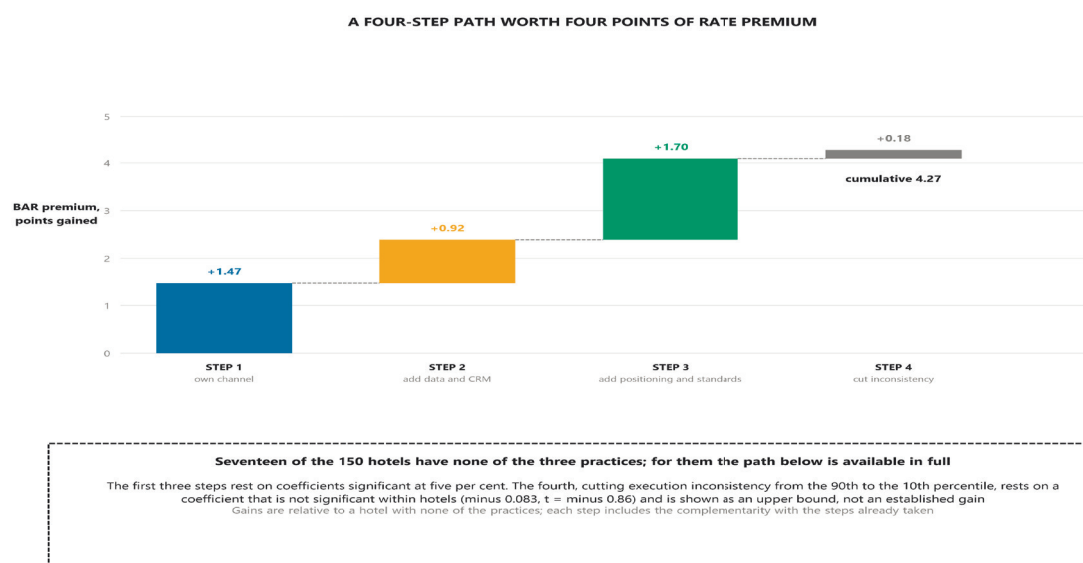


Figure 4. A four-step improvement path and the gain at each step.

4.5 Discussion

Three conclusions follow.

First, improvement in hotel marketing is a matter of bundles, not items. Two of the three pairs of practices studied here are complements, and the set is worth nearly twice the sum of its parts. A hotel that pilots one practice, measures a small effect and abandons it draws the wrong conclusion from a correct measurement, because the practice was tested without the practices that give it value.

Second, the hotel's own channel is the centre of the bundle. It has the largest effect on its own, and it is the practice with which both others interact. Data and CRM analytics, which are often sold as the leading edge of hotel marketing, contribute nothing measurable without it.

Third, sequence is a question of financing, not of outcomes. Both orders reach the same value, but the order that begins with the channel produces most of its gain at the first step, which matters for a hotel that has to justify the next investment from the results of the last.



5. CONCLUSIONS AND RECOMMENDATIONS

This article examined how marketing strategies in hotel brand development can be improved, using 150 hotels over twenty quarters and three practices.

The practices are complements: positioning with the channel (interaction 0.99) and the channel with data (0.70), but not positioning with data (0.09). All three together are worth 4.09 points of BAR premium against 2.31 if their effects added. Data and CRM analytics have no effect alone, on either the premium or the RevPAR index. The order of adoption does not change the total gain (3.88 against 3.61, $t = 0.50$) but changes how much arrives at the first step (1.47 against 0.22). Execution consistency is strongly associated with the premium across hotels and not detectably within them, and the question remains open.

Four recommendations follow, each limited to what the evidence supports.

First, plan improvements as a bundle and budget for the whole of it. The gain from the set exceeds the sum of the gains from its parts, so a programme that funds one practice and waits for proof before funding the next will underestimate the return at every stage.

Second, build the own channel first. It carries the largest single effect, it is the practice both others interact with, and it delivers most of its gain immediately, which makes the rest of the programme easier to finance.

Third, do not buy CRM and analytics before there is a channel to use them in. On this evidence such a purchase returns nothing measurable until the channel exists.

Fourth, treat consistency of execution as a plausible but unproven priority. Hotels that apply their standards and discounting erratically have markedly lower premiums, but the comparison is between hotels and cannot be separated from their management; a hotel improving its own consistency should not be promised a specific gain.

The natural extension is a study that observes the cost of each step, which the gains estimated here do not include, and that measures execution consistency in hotels that deliberately changed it, which would settle the question this panel leaves open.

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