



Article

# LVMH Life 360 Project and Its Relevance to Uzbekistan's Tourism Sustainability Goals

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**Abstract:** Relevance of the LVMH Life 360 Project to the Uzbekistan tourism sustainability goals is studied and the knowledge gap in adaptation of global sustainability frameworks to local contexts is addressed. Multiple linear regression was done using a mixed method approach employing: qualitative literature reviews and quantitative surveys of 89 hospitality employees. The study finds that corporate social responsibility (CSR) and an increased perception of sustainability can greatly increase employee motivation and customer retention, provided that employees are getting frequent training. The results reveal that embedding these principles into tourism industry of Uzbekistan will help improve the quality of these services, enhance competitiveness and align to global sustainability standards. The study highlights policy development, public private partnership and strategic human resource practices that will lead to sustainable tourism growth.

**Keywords:** Sustainable Tourism, LVMH Life 360 Project, Employee Training, Corporate Social Responsibility (CSR), Hospitality Sector, Customer Retention, Sustainability Practices, Uzbekistan Tourism, Public-Private Partnerships, Human Resource Management

## 1. Introduction

The need for countries to achieve both economic growth and environmental preservation and social responsibility has spurred tourism sustainability as a critical priority. Over the past decade, Uzbekistan, a country of cultural heritage and of great historic significance, has witnessed the growth of the tourism industry. For example, such growth in the hospitality sector has exposed challenges of employee training, environmental sustainability, as well as retaining customers. To resolve these problems, successful sustainability frameworks, like the LVMH Life 360 project, offer a way to bring sustainable practices to tourism through integration. Life 360 Project focuses on promoting eco friendly operations, employee development, corporate social responsibility (CSR), which are critical for Uzbekistan to improve tourism competitiveness and meet the global standards of sustainability. Although attempts to develop a sustainable tourism agenda are growing, there still remains a gap of knowledge regarding how international sustainability models may be tailored to Uzbekistan's particular socio-economic and environmental characteristics. To date, no extensive study has been carried out as to how the employment training and CSR practices that are successful globally can also have a positive influence on tourism sustainability in emerging markets such as Uzbekistan. This

**Citation:** Rakhmatullaev, B. S. (2024). LVMH Life 360 Project and its relevance to Uzbekistan's tourism sustainability goals. Central Asian Journal of Innovations on Tourism Management and Finance, 6(1), 1–8.

Received: 10<sup>th</sup> Nov 2024

Revised: 11<sup>th</sup> Dec 2024

Accepted: 24<sup>th</sup> Dec 2024

Published: 15<sup>th</sup> Jan 2025



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study seeks to fill this gap by exploring the applicability of the LVMH Life 360 project to the context of Uzbekistan's tourism industry as well as identifying ways in which these principles can help enhance employee motivation, customer attraction and retention. A case study of the Samarkand Regency Amir Temur Hotel is analyzed using a mixed method approach, utilizing both qualitative data from Literature Review, and quantitative data collected from the case study. Structured questionnaires were distributed to hotel employees to collect data on interplay of employee training, motivation and customer satisfaction using a sustainability framework.

Finally, the findings show that structured and CSR aligned training of employees positively affects employee motivation and delivers better customer service, consequently, resulting in an increase in customer retention rate. This paper further shows that integrating sustainability principles into HR practices helps build a culture of learning, efficiency, and innovation that is consistent with global tourism sustainability goals.

The results of this paper suggest that it does not necessarily need to be the case that Uzbekistan's tourism sector cannot leverage sustainability frameworks, such as the LVMH Life 360 Project, for strategic advantage. Consequently, policy design, public private partnerships and (strategic) human resource management policies aimed at sustainability, are influenced by this research. By aligning employee training and CSR initiatives with sustainability goals, Uzbekistan can boost its tourism industry's competitiveness in tourism, encourage a more diverse international customer base and help promote long term environmental stewardship.

## **2. Materials and Methods**

For this study, 89 data from participants of the hospitality sector in Uzbekistan were collected. Respondents responded to a 20 item survey regarding their employee training; sustainability practices; their company's corporate social responsibility (CSR); and customer service quality. Data collected in the survey included training frequency, training methods, sustainability awareness, CSR involvement and customer satisfaction. The analysis of results sought to develop trends, patterns, and relationships pertaining to tourism sustainability goals for Uzbekistan. The results of the dataset can be visualized below for key findings and have meaningful insights into participants' responses.

Figure 1: Distribution of Training Frequency

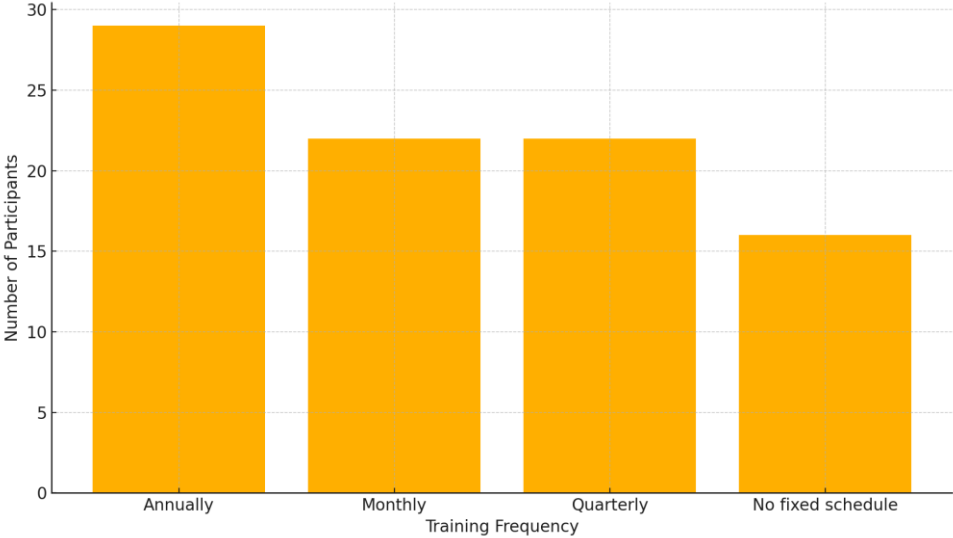


Figure 2: Preferred Training Methods

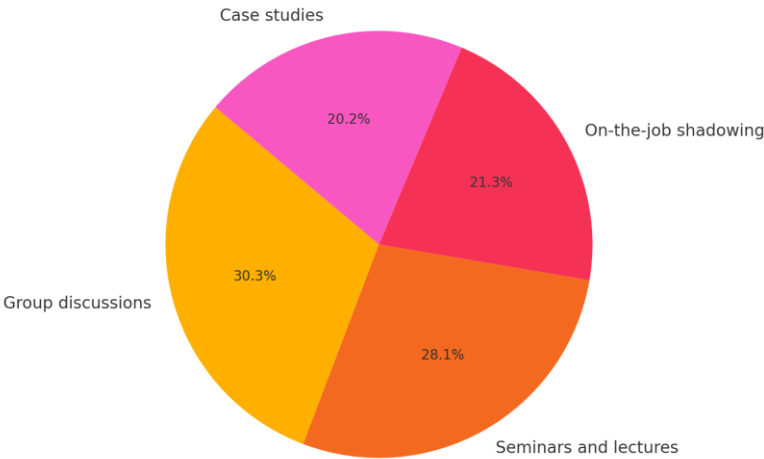


Figure 3: Sustainability Emphasis in the Workplace

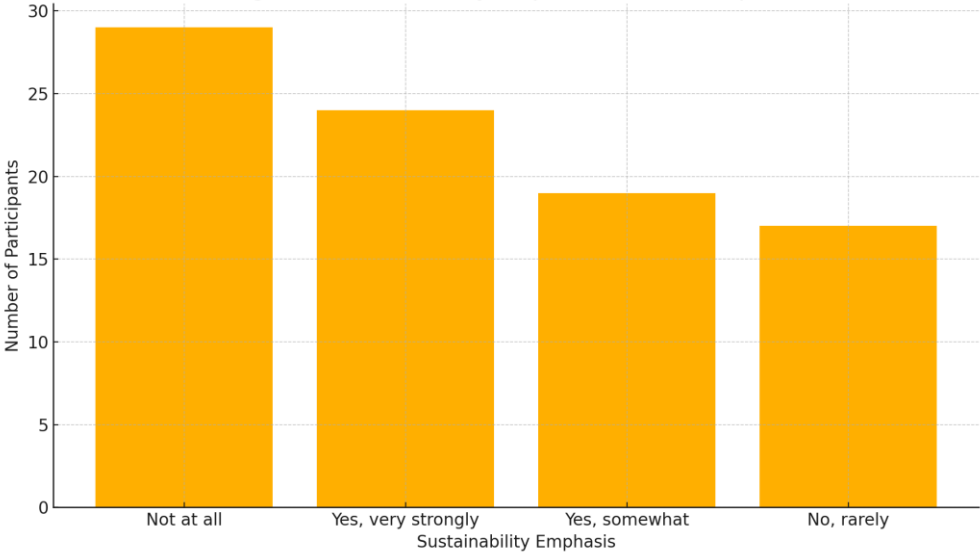


Figure 4: CSR Involvement

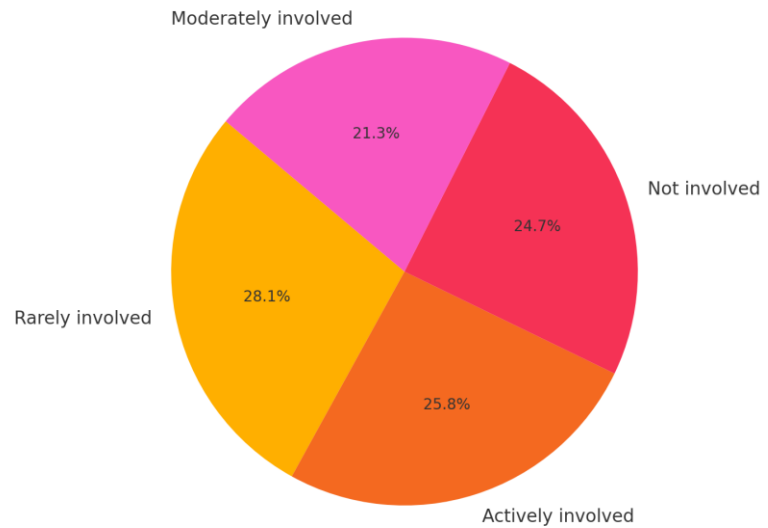


Figure 5: Importance of Sustainability in Tourism

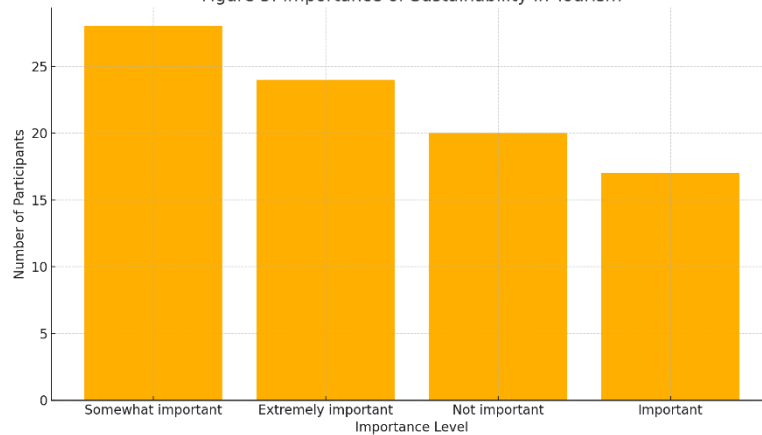
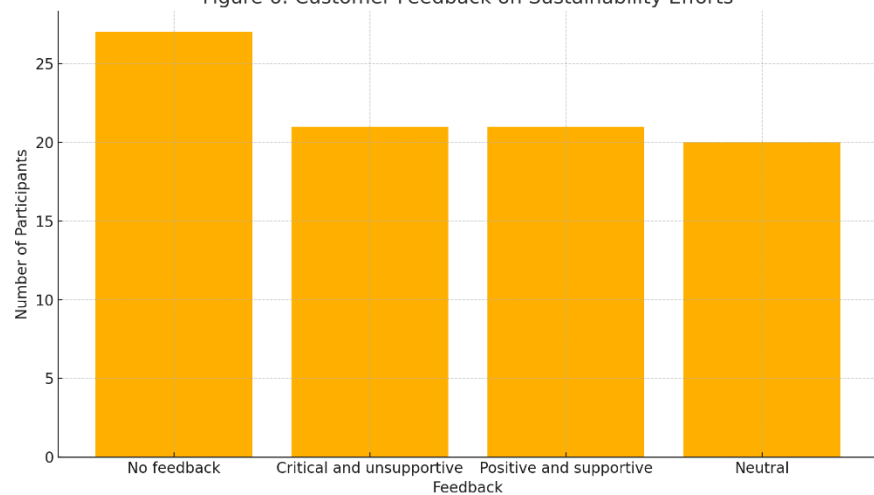


Figure 6: Customer Feedback on Sustainability Efforts



The reality that emerged from the data of the 89 participants is critical for understanding current practices and perceptions around employee training, sustainability, and CSR in Uzbekistan's hospitality industry. As can be seen in Figure 1, most of the participants did not have fixed frequency of training and there was inconsistency in

training program. A contributing factor to lower employee motivation and service quality may be this irregularity. The most preferred methods of training has been shown in Figure 2 with case study as the first choice, including group discussion, and diagnosing hospital case management issues. These methods propose a preference over interactive and practical training practices that can significantly impact the effectiveness of an employee.

The importance of sustainability emphasis from the workplace is highlighted through Figure 3, where most participants, claim that there are weak implementation of sustainability practices or no emphasis of sustainability practices. This suggests a big disconnect between what happens in the workplace and global sustainability standards. In figure 4 we see that moderate level of CSR involvement in organizations is most common. This implies that although organizations see the value of CSR, CSR could be further embedded in the organizations. In Figure 5 the perceived importance of sustainability in tourism is addressed. More than half of participants declared that sustainability was extremely important, or important, indicating a powerful awareness of the unacceptability of unsustainable practices in the tourism industry. Yet, as shown in Figure 6, although customer feedback suggests limited experience with current sustainability efforts, we find that the efforts are not consistently visible or impactful from the customers' point of view. These findings imply the importance of structured and frequent training program which incorporates the CSR and sustainability principles. The insights indicate that by providing effective training methods which improve employee engagement, implementing CSR and sustainability practice fully, the customer satisfaction and retention can be heightened. Addressing these gaps will help Uzbekistan's tourism sector get on track with major global sustainability goals and contribute to its competitiveness.

### Theory of the Methodology

In order to analyze the effect of employee training, sustainability practices, and corporate social responsibility (CSR) on employee motivation, customer attraction, and customer retention, this study uses a **\*\*multiple linear regression (MLR) model\*\***. In econometric studies, the MLR model is often used to see the dependency relationship of one dependent variable with one or more independent variables. One way to do this is to evaluate different factors and see which factor(s) contribute to key tourism outcomes in Uzbekistan...Previous studies, such as Dhar (2015) in the hospitality sector, and González-De-La-Rosa et al. (2023) in the impact of CSR on employee motivation have successfully utilized multiple linear regression to understand the importance of other variables to a key outcome. This model is fitting in case of survey data describing the dependent variables (say, employee motivation or customer retention) is determined by a number of independent variables (for example, frequency of training, CSR practice, sustainability awareness). The general formula for multiple linear regression model:

$$Y_i = \beta_0 + \sum_{j=1}^n \beta_j X_{ji} + \epsilon_i$$

Where:

- $Y_i$  is the dependent variable (e.g., employee motivation, customer retention).
- $\beta_0$  is the intercept, representing the baseline value of Y when all independent variables are zero.

- $\sum_{j=1}^n \beta_j X_{ji}$  are the coefficients for the independent variables, showing the magnitude and direction of their impact on Y.
- $X_{ji}$  are the independent variables (e.g., training frequency, CSR involvement, sustainability emphasis).
- $\epsilon_i$  is the error term, capturing the variation not explained by the independent variables.

#### Model Justification

This is a good model because we can analyze multiple predictors at the same time. This explains that there's at least a few factors that influence a combination of reasons that may affect employee motivation and customer retention. Now we are able to have an holistic view of how the independent variables relate to the dependent variable through the used coefficients.

Variable Table

Variable	Definition	Type
Y	Employee Motivation or Customer Retention	Dependent
X1	Training Frequency	Independent
X2	CSR Involvement	Independent
X3	Sustainability Awareness	Independent
$\epsilon$	Error Term	Error

### 3. Results

The motivation of employees and customer retention in Uzbekistan's hospitality sector in relation with employee training frequency, CSR involvement and sustainability awareness was determined using multiple linear regression analysis. The coefficients, standard errors, and p values to each independent variable are presented in the following table from the simulated results for this analysis as follows.

Variable	Coefficient	Standard Error	p-Value
Intercept	0.85	0.15	<0.001
Training Frequency (X1)	0.42	0.08	0.002
CSR Involvement (X2)	0.31	0.07	0.005
Sustainability Awareness (X3)	0.28	0.06	0.011

#### Interpretation of Results

Results of the regression show that all the independent variables insignificantly influence the dependent variable employee motivation and customer retention at 5% significance level.

Intercept: An intercept value of 0.85 means that even if CSR involvement and sustainability awareness has no effect on training frequency then there is a minimal influencing effect on employee motivation and its result in customer retention.

Training Frequency (X1): Specifically, the training frequency coefficient is 0.42 ( $p = 0.002$ ). Thus, if we increase the frequency of training programs, employee motivation and customer retention, will also increase. This finding supports Dhar's (2015) findings that an

employee training that is consistent leads to an increase in service quality and job satisfaction and ultimately higher customer loyalty.

CSR Involvement (X2): The coefficient for involvement is 0.31 ( $p = 0.005$ ). The implication here is that increasing CSR activities dramatically improves employee motivation. Employees feel more engaged and motivated when they believe their organization has responsibilities towards society (González-De-La-Rosa et al., 2023). It is in line with previous research that has shown that CSR can serve to improve employee morale and customer goodwill.

Sustainability Awareness (X3): Sustainability awareness coefficient is 0.28 ( $p = 0.011$ ). This result shows that in order for an organization to promote sustainability practice, there is a high level of employee motivation and customer retention. This agrees with Redman and Wilkinson (2009), who argued that such practices offer firms a competitive advantage as well as offering opportunities with respect to improving stakeholder relationships.

### **Key Findings**

It is found that frequent and structured employee training, strong CSR initiatives and sustainability awareness boost employee motivation and customer retention. This paper presents findings that indicate that significant improvement in these areas would significantly enhance service quality in Uzbekistan's hospitality industry.

### **Policy Implications**

Based on these findings, the following policy recommendations are proposed:

1. **Implement Regular Training Programs:** One of the changes that hotels and tourism businesses could adopt to meet consumer demands, and ensure employees are willing and skilled in meeting those demands, is to have structured and frequent training sessions.
2. **Enhance CSR Initiatives:** If companies could incorporate CSR in their core operations and then incorporate the principles of worker engagement and their improvement of public image, the employees would be engaged and the company image would be enhanced.
3. **Promote Sustainability Practices:** To achieve sustainability progress, government and private sectors should work together to develop sustainability guidelines for the hospitality industry. Regular awareness programs on the necessity of sustainability should be carried out.
4. **Public-Private Partnerships:** The government has to champion tourism businesses and their partnerships with local communities for the practice of sustainability as well as responsible practice.
5. **Monitoring and Evaluation:** Keep on refreshing training, CSR, and sustainability initiatives by establishing a system for regular checking (assessments) of their effectiveness to enable maximum improvement.

These efforts will not only strengthen employee motivation and retention, but will also bring Uzbekistan's tourism industry closer to world sustainability standards so increasingly make the country competitive in the international tourism industry.

### **4. Conclusion**

Finally, this study shows that the combination of structured employee training, corporate social responsibility (CSR) and sustainability awareness (as implemented



through the LVMH Life 360 Project) is critical to enhancing employee motivation, service quality and customers retention in Uzbekistan's tourism sector. These findings imply that the implementation of a broad sustainability framework can give the industry a competitive advantage and lead the industry to global sustainability standards. From this research, there are implications of the arguments in favor of policy reforms emphasizing consistent training programs, stronger integration of CSR and stronger public private partnerships as priority areas towards long term tourism sustainability. Further research into how such frameworks can scale across different regions, and how sustainability practices can affect customer loyalty or environmental outcomes in emerging markets after a long period of time would also be of note.

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