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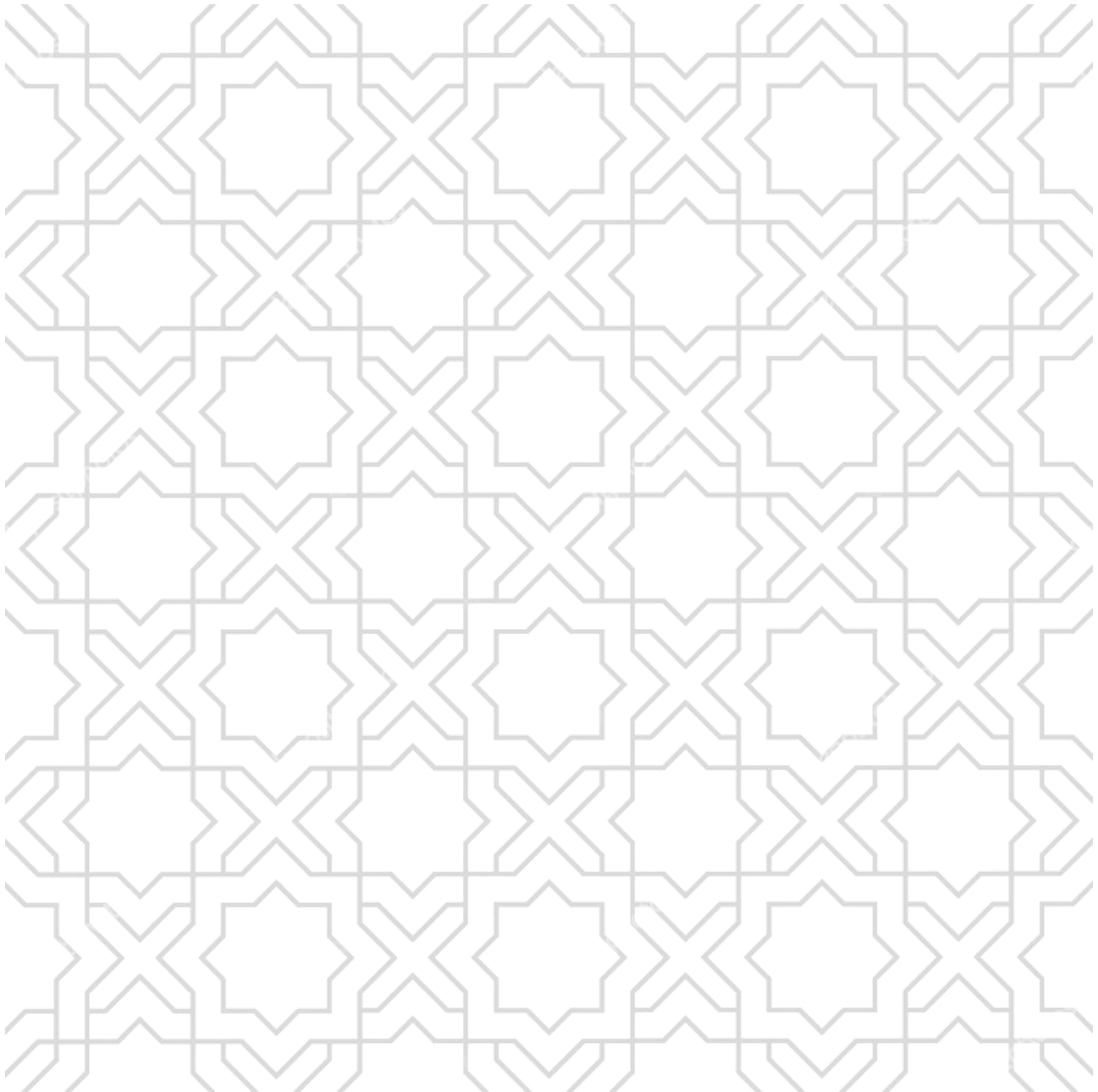
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FACTORS INFLUENCING THE SUSTAINABLE DEVELOPMENT OF THE TOURISM INDUSTRY IN UZBEKISTAN

Abstract: The scientific article outlines the essence of the concept of sustainable economic development, the UN Sustainable Development Goals are defined, tourism development trends in Uzbekistan are briefly described, and recommendations for identifying factors that ensure the sustainable development of the tourism industry in our country are proposed and given, with an analysis of the factors of sustainable tourism development.

Keywords: sustainable development, Sustainable Development Goals, tourism, economic factors, social factors, anthropological factors.

ФАКТОРЫ ВЛИЯЮЩИЕ НА УСТОЙЧИВОЕ РАЗВИТИЕ ТУРИСТИЧЕСКОЙ ОТРАСЛИ УЗБЕКИСТАНА

Аннотация: В данной научной статье раскрывается сущность концепции устойчивого экономического развития, рассматриваются Цели устойчивого развития Организации Объединённых Наций, кратко анализируются современные тенденции развития туризма в Узбекистане. Кроме того, на основе анализа факторов устойчивого развития туризма предложены научно обоснованные рекомендации по выявлению и эффективному использованию факторов, обеспечивающих устойчивое развитие туристической отрасли страны.

Ключевые слова: устойчивое развитие, Цели устойчивого развития, туризм, экономические факторы, социальные факторы, антропологические факторы.

O'ZBEKISTONDA TURIZM SOHASINING BARQAROR RIVOJLANISHIGA TA'SIR ETUVCHI OMILLAR

Annotatsiya: Mazkur ilmiy maqolada barqaror iqtisodiy rivojlanish tushunchasining mazmun-mohiyati yoritilgan, Birlashgan Millatlar Tashkilotining Barqaror rivojlanish maqsadlari tavsiflangan hamda O'zbekistonda turizmni rivojlantirish tendensiyalari qisqacha tahlil qilingan. Shuningdek, turizm sanoatining barqaror rivojlanishini ta'minlovchi omillar ilmiy jihatdan tahlil qilinib, mamlakatimizda

ushbu omillarni aniqlash va samarali qo'llash bo'yicha ilmiy asoslangan taklif va tavsiyalar ishlab chiqilgan.

Kalit so'zlar: barqaror rivojlanish, Barqaror rivojlanish maqsadlari, turizm, iqtisodiy omillar, ijtimoiy omillar, antropologik omillar.

Introduction. Uzbekistan is a country with high tourism potential, and its cultural and natural resources make it an attractive destination for international tourists. Currently, the country boasts over 8,800 cultural heritage sites, 209 of which are included on the internationally recognized UNESCO World Heritage List. Furthermore, Uzbekistan's tourism infrastructure is constantly being modernized: new hotels are being built, new air routes are being opened, and international cooperation projects are being implemented.

The development of market relations has created favorable conditions for the development of the tourism sector in Uzbekistan, and the further integration of tourism into the country's economy is becoming increasingly important. The tourism sector serves to generate necessary foreign exchange revenue for the state treasury, create new jobs, and simultaneously improve the standard of living. Uzbekistan's geographic location is exceptionally favorable, with excellent natural climate conditions, rare historical architectural monuments, a diverse cuisine, and a hospitable people with wonderful national traditions and customs. All of this attracts the attention of foreign tourists. Furthermore, political stability

in Uzbekistan plays a vital role in the development of international tourism.

Stable development of the tourism sector is a necessary element of sustainable economic development. Economic development is impossible without ensuring stability in the tourism sector. Stability and its legal support serve as the foundation for economic growth.

If we pay attention to the concept of sustainable development of the country's economy and, in particular, tourism, what conditions it requires, what needs to be done to ensure it, why stability is a factor in economic growth, then issues such as the modern tourism industry require study and research.

Litreture review.

In recent decades, the concept of sustainable development has become one of the central paradigms in global socio-economic research. Increasing environmental challenges, climate change, depletion of natural resources, and growing social inequalities have encouraged scholars, policymakers, and international organizations to seek development models that balance economic growth, social equity, and environmental protection. As a result, the concept of sustainable development has evolved beyond environmental discourse and has become an integral component of

economic planning, public policy, and strategic management across various sectors, including tourism. Today, numerous researchers from developed countries as well as the Commonwealth of Independent States (CIS) have devoted considerable attention to investigating the theoretical foundations, practical applications, and long-term implications of sustainable development. Their studies have significantly contributed to understanding the mechanisms through which sustainability can enhance economic resilience, improve living standards, and ensure the well-being of future generations [9].

Within the tourism sector, sustainable development has become an increasingly important research area because tourism directly depends on the quality of natural, cultural, and social resources. Unlike many other industries, tourism simultaneously generates substantial economic benefits while exerting pressure on environmental and socio-cultural systems. Consequently, sustainable tourism has emerged as a strategic approach that seeks to maximize the positive economic impacts of tourism while minimizing its adverse environmental and social consequences. Contemporary studies increasingly focus on identifying sustainability indicators, evaluating tourism carrying capacity, promoting responsible resource management, and integrating environmental, economic, and social dimensions into

tourism planning and destination management.

A review of the existing scientific literature demonstrates that researchers have approached sustainable tourism from different theoretical and methodological perspectives. By analyzing and synthesizing the findings of prominent scholars, it becomes possible to identify the major determinants of sustainable tourism development and establish a comprehensive understanding of the factors influencing the long-term competitiveness of the tourism industry.

Among the notable contributions to tourism innovation research, V.S. Novikov, in his textbook *Innovations in Tourism*, comprehensively examines the role of innovation processes and innovation management within the tourism industry. His research emphasizes that technological innovation, digital transformation, and effective management practices represent key prerequisites for improving the competitiveness and sustainability of tourism enterprises. Furthermore, Novikov analyzes the fundamental principles of sustainable tourism development, methods for evaluating tourism efficiency, and the influence of scientific and technological progress on the modernization of tourism services. His work highlights that innovation not only enhances service quality and operational efficiency but also contributes

significantly to the sustainable utilization of tourism resources and the creation of competitive tourism products [7].

A substantial contribution to the theoretical understanding of sustainable tourism has also been made by I.Yu. Ponomareva, who investigated the limitations of the contemporary mass tourism model and its adverse impacts on environmental, socio-cultural, and economic systems. Her research identifies excessive tourist concentration, environmental degradation, cultural commodification, and unequal distribution of tourism benefits as major challenges associated with conventional tourism development. Ponomareva proposes the concept of sustainable tourism as an alternative development model capable of balancing economic interests with environmental conservation and social responsibility. She further explores the conditions necessary for transforming traditional tourism into a sustainable system and examines the influence of sustainable tourism on broader social processes, including social mobility, community participation, and improvements in the quality of life [10].

The scientific contributions of Uzbek scholars have also played an important role in expanding the theoretical and practical understanding of sustainable tourism development within the national context. Considering Uzbekistan's unique natural, historical, and cultural resources, domestic

researchers have increasingly focused on identifying effective mechanisms for improving tourism competitiveness while ensuring sustainable resource utilization.

In particular, A.A. Eshtaev investigated the application of innovative marketing strategies in tourism management under conditions of globalization. His research demonstrates that the integration of digital marketing technologies, destination branding, customer-oriented marketing strategies, and modern promotional tools significantly enhances the competitiveness of tourism destinations. Eshtaev argues that sustainable tourism development requires not only improvements in tourism infrastructure but also effective marketing mechanisms capable of increasing destination attractiveness, strengthening international market positioning, and promoting long-term tourism demand [13].

Similarly, O.Kh. Khamidov conducted comprehensive research on the strategic development of ecotourism in Uzbekistan. His study substantiates that improving the management mechanism of ecotourism represents one of the priority directions for achieving sustainable development of the national tourism industry. Khamidov developed strategic approaches for environmental protection, ecological safety management, and monitoring systems designed to regulate ecotourism activities. In addition, he

proposed a methodological framework for evaluating tourism resource potential and measuring the effectiveness of ecotourism management. His research also presents practical recommendations for integrating ecotourism into the national economy through efficient resource utilization, institutional improvements, and sustainable destination management [14].

Overall, the reviewed literature indicates that although significant progress has been achieved in investigating sustainable tourism development, many studies primarily concentrate on individual aspects such as innovation, marketing, ecotourism, environmental management, or socio-economic impacts. Relatively limited attention has been devoted to developing an integrated analytical framework capable of simultaneously evaluating the economic, environmental, institutional, technological, and socio-cultural factors influencing the sustainable development of the tourism industry. Therefore, further empirical research is required to identify the key determinants of sustainable tourism development, assess their interrelationships, and formulate scientifically grounded recommendations for strengthening the long-term competitiveness and sustainability of Uzbekistan's tourism industry.

Research methodology. The study utilizes a methodology that takes

into account expected innovative changes in the coming years and examines sustainable tourism development as a unified system when determining the sustainable development of the tourism sector. Expert opinions on this issue are examined using methods such as observation, comparison, empirical research, systematic and comparative analysis, and expert assessment. A method for identifying development directions for tourism sector components is proposed.

Result and discussion.

Sustainable development envisions development that takes into account the needs of current generations to the greatest possible extent, while also ensuring that such consideration does not endanger the needs of future generations. This concept is central to the UN's definition of sustainability. This fundamental principle is to not endanger the needs and living conditions of future generations. From this perspective, sustainable development combines two important aspects:

- a) the principle of needs, including primary needs (the vital needs of the poorest sections of the population);
- b) the principle of prohibitions (establishing control and monitoring at the international level of all decisions that threaten the vital needs of the present and future generations).

However, at the same time, sustainable development aims to meet the material needs and aspirations of

each person without compromising the needs and aspirations of future generations today and in the future.

At the 2012 Rio+20 conference held by the United Nations on sustainable development, world leaders agreed to develop the Sustainable Development Goals

(SDGs). Following extensive global discussions, 17 Sustainable Development Goals (SDGs) were identified, along with 169 associated targets, to be achieved by 2030. They were formally adopted at the United Nations summit in September 2015.



Figure 1. 17 Sustainable Development Goals¹

In Uzbekistan, sustainable development principles are included among the factors of social protection and economic development in public policy. The Action Strategy for Five Priority Development Areas of the Republic of Uzbekistan for 2017-2021, approved by the President of Uzbekistan on February 7, 2017, serves as our country's national roadmap for achieving the Sustainable Development Goals. In fact, in September 2015, Uzbekistan adopted at the national level the terms for implementing the Sustainable

Development Goals announced at the UN Summit.

In this regard, in order to ensure sustainable development of the economy of the Republic of Uzbekistan, in particular the tourism sector, on February 16, 2026, Decree of the President of the Republic of Uzbekistan No. UP-22 "On reform programs in priority areas and the State program for the implementation of the Strategy "Uzbekistan - 2030" in the "Year of Development of the Mahalla and the Whole Society" was adopted and on October 20, 2018, the

¹ <https://sdgs.un.org/goals>

Resolution of the Cabinet of Ministers "On measures to implement national goals and objectives in the field of sustainable development until 2030" was adopted [4]. To implement this decision, several goals and objectives in the field of sustainable development were defined.

Currently, judging by Uzbekistan's tourism indicators, we are witnessing the sustainable development of the country's tourism sector. The number of foreign citizens visiting our country has been growing rapidly in recent years. According to statistical data analysis, 2.027 million people visited the Republic of Uzbekistan in 2016, and 2.69 million in 2017, representing a 32.7% increase compared to 2016. In turn, 5.346 million people visited the country in 2018, a 99% increase compared to the

previous year, and 6.748 million people in 2019, a 26.2% increase compared to the previous year. These tourists primarily come to our country for medical, educational, professional, pilgrimage, and other purposes.

However, in the context of the global pandemic, we see that the number of tourist visits in 2020 was 1.504 million, which is 77% less than in 2019, and in 2021 it was 1.881 million, which is 72% less, but 25% more than in 2020. According to experts, tourism is one of the hardest-hit sectors in the world during the pandemic.

A look at the statistics for 2022-2025 reveals a steady increase in tourist arrivals. In 2022, the number of tourists reached 5.232 million, in 2023 it exceeded 6.6 million, in 2024 it reached 10.28 million, and in 2025 it reached 11.7 million.

Inbound tourism indexes

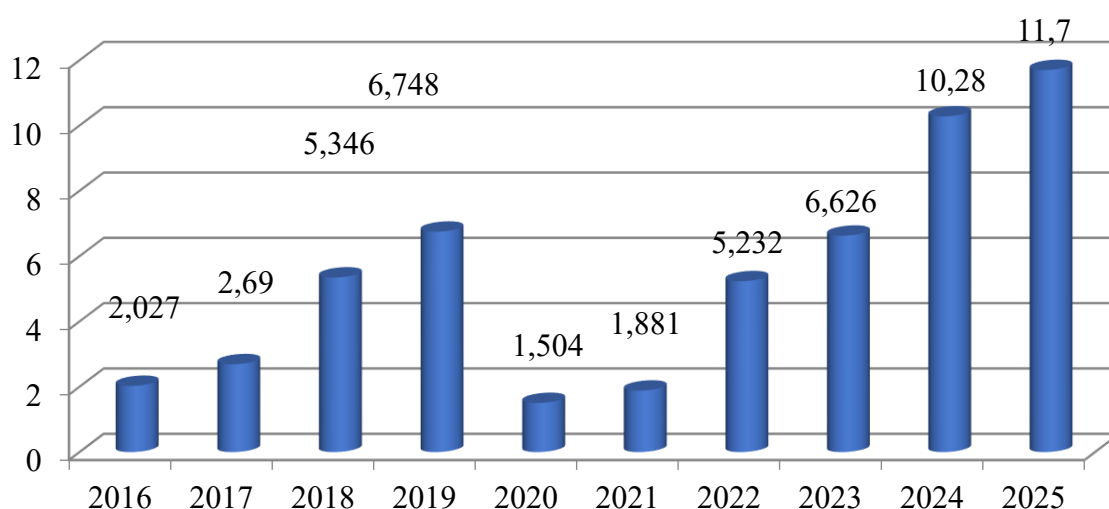


Figure 2. Number of foreign citizens visiting the Republic of Uzbekistan (million people)²

One of the main reasons for this is the introduction of a visa-free regime for citizens of more than 90 countries and the creation of broad opportunities for the development of domestic and pilgrimage tourism in Uzbekistan[4], which serves as the basis for the sustainable development of tourism in our country.

There are also several different perspectives on what constitutes sustainable development in tourism. If we define them, firstly, it is viewed as the process of ensuring the peaceful, stable, and moderate development of tourism itself, free from various internal and external crises, ranging from simple to complex. Secondly, sustainable growth in tourism essentially implies stability within the tourism system, stability of tourism services, and so on.

Thus, sustainability in tourism is a procedure for organizing, conducting and developing tourism activities, organizing various types of services and economic relations taking into account the needs of tourists and ensuring growth, reproduction and sustainable increase in income from year to year.

Sustainable development of the tourism sector is the creation of a system of economic relations oriented toward the long-term. This process respects the integrity of the economic,

social, environmental, and cultural goals of tourism. The long-term interests of all participants in the tourism process (visitors, hosts, local residents, countries, and partners) are taken into account, based on these goals. Sustainability in tourism is the process of ensuring that existing tourism resources and protected areas are used by future generations.

Sustainable tourism is a system that realizes the potential for fulfilling society's desire to travel, serving the intangible needs of society, utilizing existing systems and ensuring their availability for future generations. The main motto of modern tourism from this perspective—that is, from the perspective of its sustainability—is to become a guardian of peace, to protect the state of peace, and to work for world peace.

Thus, to ensure economic stability in the tourism sector in Uzbekistan, special programs are being developed, decrees and resolutions are being adopted, and support and assistance from the legal system—a kind of "open door" policy—is being provided. Consequently, the real development of stability in the tourism sector now depends on the human factor working in and managing this sector. In this context, it should be noted that during times of economic crisis, "top-down" management methods prove very

² Developed by the author base on Tourism Committee of the Republic of Uzbekistan statistical information.

useful and allow for the rapid resolution of existing crises and crisis situations. At the same time, during periods of calm and peaceful development, "top-down management" is more effective than "bottom-up management," allowing for the identification of the most important and pressing issues in this sector and their resolution.

From the point of view of economic stability of the tourism industry in Uzbekistan, we considered it appropriate to divide the factors that ensure stability into purely economic, social and anthropological factors.

1. Economic factors that ensure economic stability of the tourism sector include:

- ensure the unconditional fulfillment of the tasks set by state policy at the local level, deeply understand that every step taken is aimed at the development of the population and the country;

- a creative, inventive and critical approach to the issue of economic development and stability of the industry, as well as ensuring economic efficiency;

- ensure the process of economic growth in this area and the growth of GDP per capita;

- to increase the competitiveness of the tourism industry in the country's economy and create a favorable investment environment;

- creation of new jobs in this area and ensuring their long-term and full employment;

- ensure price stability for services in the tourism sector, guarantee that prices do not depend on political and social processes;

2. Social factors that ensure economic stability of the tourism sector include the following:

- strengthen legislation for the protection of all national tourism sites, historical heritage, spiritual and educational heritage, scientific resources, as well as develop and adopt legal documents and allocate funds for their preservation and protection;

- the essence of state policy in the field of tourism, its role in ensuring economic stability, views on the possibility of tourism as a locomotive of the economy, conducting propaganda and agitation activities in all media, Internet sites, the Internet space and social networks, its activation and revitalization;

- organizing promotional events for children in areas where tourism is well-developed, with the aim of instilling in them an understanding that their country is a tourist center and teaching them to be proud of this, as well as ensuring the proper maintenance of these areas.

3. We included the following anthropological factors in the list of factors that ensure the economic stability of the tourism sector:

- to create an image of Uzbekistan as a modern tourist destination, to establish its promotion and advancement on a global scale, and to

instill in citizens a sense of pride in the tourist potential of our country;

- to train, retrain and improve the qualifications of personnel that meet international requirements, as well as to improve their skills, implement systems for certification of knowledge and competencies and ensure their practical application;

- to regularly ensure an influx of young, morally and educationally mature specialists who have received an education in the field of tourism, who strive to become masters of their craft and enjoy their work;

Conclusions and suggestions

To summarize, stable development of a country's national economy leads to sustainable tourism development. Therefore, it is recommended to include the following factors that contribute to sustainable economic and, in turn, tourism development:

- modernization of production, technical renewal and diversification;
- rapid development of industries capable of competing equally in the global market and becoming the engine of economic growth, further

modernization and diversification of the economy;

- deepening the localization of production and expanding inter-industry industrial cooperation, economic growth and structural changes in the economy;

- implementation of important strategic projects through an active investment policy;

- continue measures to stimulate the development of small businesses, private entrepreneurship and the service sector and, as a result, further increase their share in GDP;

- as an important factor in sustainable economic development, ensuring growth in employment and, in general, stimulating a continuous improvement in the quality of life of the population and consumer demand.

The results of the study showed that sustainable tourism development depends not only on the development of the industry, but also on a number of factors, such as the development of other sectors of the economy, the growth of household incomes, and the development of economic cooperation with foreign countries

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O'ZBEKISTONDA TURIZM SOHASI RAQOBATBARDOSHLIGINI OSHIRISHDA MAVSUMIYLIK OMILLARINING TA'SIRI

Annotatsiya: Mazkur maqolada O'zbekistonda turizm sohasi raqobatbardoshligiga mavsumiylik omillarining ta'siri tahlil qilingan. Tadqiqotda turistik oqimlarning mavsumiy tebranishlari, turizm xizmatlariga bo'lgan talabning o'zgarishi hamda mavsumiylikning turizm korxonalari faoliyati samaradorligiga ta'siri baholangan. Shuningdek, mavsumiylikni kamaytirish orqali turistik xizmatlar diversifikatsiyasini rivojlantirish, hududiy turizm salohiyatidan samarali foydalanish, turizm infratuzilmasini takomillashtirish va yil davomida barqaror turistik oqimni shakllantirish bo'yicha ilmiy asoslangan taklif va tavsiyalar ishlab chiqilgan.

Kalit so'zlar: mavsumiylik, turizm sohasi, raqobatbardoshlik, turizm infratuzilmasi, hududiy rivojlanish, turizmni diversifikatsiya qilish.

ВЛИЯНИЕ ФАКТОРОВ СЕЗОННОСТИ НА ПОВЫШЕНИЕ КОНКУРЕНТОСПОСОБНОСТИ ТУРИСТИЧЕСКОЙ ОТРАСЛИ УЗБЕКИСТАНА

Аннотация: В данной научной статье исследуется влияние факторов сезонности на конкурентоспособность туристической отрасли Узбекистана. Проведен анализ сезонных колебаний туристических потоков, изменений спроса на туристические услуги и влияния сезонности на эффективность деятельности предприятий туристической отрасли. На основе полученных результатов предложены научно обоснованные рекомендации по снижению негативного воздействия сезонности, диверсификации туристических продуктов, эффективному использованию туристического потенциала регионов, совершенствованию туристической инфраструктуры и обеспечению стабильного туристического потока в течение всего года.

Ключевые слова: сезонность, туристическая отрасль, конкурентоспособность, туристическая инфраструктура, региональное развитие, диверсификация туризма.

THE IMPACT OF SEASONALITY FACTORS ON ENHANCING THE COMPETITIVENESS OF THE TOURISM INDUSTRY IN UZBEKISTAN

Abstract: This study examines the impact of seasonality on the competitiveness of the tourism industry in Uzbekistan. The research analyzes seasonal fluctuations in tourist arrivals, variations in demand for tourism services, and the effects of seasonality on the operational performance of tourism enterprises. Based on the findings, the study proposes scientifically grounded recommendations for mitigating the negative effects of seasonality through tourism product diversification, effective utilization of regional tourism potential, improvement of tourism infrastructure, and the promotion of year-round tourism activities.

Keywords: seasonality, tourism industry, competitiveness, tourism infrastructure, regional development, tourism diversification.

Kirish. Turizm iqtisodiyotning daromadli tarmoqlaridan biri bo'lib, mamlakatning yalpi ichki mahsuloti, bandlik darajasi, investitsiyaviy jozibadorligi hamda eksport salohiyatini oshirishda muhim o'rin tutadi. Jahon turizm bozorida raqobatning kuchayishi turistik destinatsiyalarning yil davomida barqaror faoliyat yuritishini, turistik xizmatlarning xilma-xilligini ta'minlashni hamda turizm infratuzilmasidan samarali foydalanishni talab etmoqda. Shu nuqtai nazardan, turizmining barqaror rivojlanishiga salbiy ta'sir ko'rsatuvchi omillardan biri sifatida mavsumiylik muammosi alohida ilmiy va amaliy ahamiyat kasb etadi.

Mavsumiylik turistik talab va taklifning yilning ma'lum davrlarida keskin o'zgarishi bilan tavsiflanib, turizm korxonalarining moliyaviy barqarorligi, xizmatlar sifati, mehnat resurslaridan foydalanish samaradorligi hamda hududlarning turizm salohiyatidan foydalanish darajasiga bevosita ta'sir ko'rsatadi. Turistik oqimlarning qisqa vaqt oralig'ida yuqori darajada jamlanishi infratuzilmaga ortiqcha yuklama tushirsa, mavsumdan tashqari davrlarda esa

mehmonxona fondining bandlik darajasi pasayishi, transport va servis xizmatlaridan foydalanishning kamayishi hamda turizm korxonalarining daromadlari qisqarishiga olib keladi [1,2].

So'nggi yillarda O'zbekistonda turizm sohasini rivojlantirish bo'yicha amalga oshirilayotgan institutsional islohotlar, vizasiz rejimning kengaytirilishi, transport infratuzilmasining modernizatsiya qilinishi, yangi turistik marshrutlarning yaratilishi va raqamli xizmatlarning joriy etilishi turistik oqimlarning sezilarli darajada oshishiga xizmat qilmoqda. Biroq turistik tashriflarning mavsumlar bo'yicha notekis taqsimlanishi, turizm mahsulotlarining mavsumiy xarakterga egaligi hamda yil davomida turistik talabni shakllantirish mexanizmlarining yetarli darajada rivojlanmaganligi soha raqobatbardoshligini oshirishdagi dolzarb muammodan biri bo'lib qolmoqda [3].

Bugungi kunda O'zbekistonda turizmni rivojlantirishga qaratilgan keng ko'lamli islohotlarga qaramasdan, mavsumiylik omillarining turizm sohasi raqobatbardoshligiga ta'siri yetarli darajada kompleks o'rganilmagan.

Mavsumiylik natijasida turistik oqimlarning notekis taqsimlanishi mehmonxona xo'jaliklarining bandlik darajasining pasayishi, turizm infratuzilmasidan foydalanish samaradorligining kamayishi, xizmat ko'rsatish korxonalarining daromadlarida mavsumiy tafovutlarning yuzaga kelishi hamda turizm sohasida doimiy bandlikni ta'minlash imkoniyatlarining cheklanishiga sabab bo'lmoqda.

Bundan tashqari, turizm mahsulotlarini diversifikatsiya qilish, mavsumdan tashqari turizm turlarini rivojlantirish, ichki turizmni rag'batlantirish hamda hududlarning turistik salohiyatidan yil davomida samarali foydalanish mexanizmlarini takomillashtirish zarurati mavjud. Shu bois mavsumiylikning iqtisodiy oqibatlarini ilmiy baholash va uning salbiy ta'sirini kamaytirishga qaratilgan samarali boshqaruv mexanizmlarini ishlab chiqish dolzarb ilmiy vazifalardan biri hisoblanadi [4,5].

Mazkur tadqiqot O'zbekistonda turizm sohasi raqobatbardoshligiga mavsumiylik omillarining ta'sirini baholashga qaratilgan. Tadqiqot doirasida turistik oqimlarning mavsumiy dinamikasi, mehmonxona fondidan foydalanish ko'rsatkichlari, turizm xizmatlariga bo'lgan talabning mavsumiy o'zgarishlari, turizm infratuzilmasining bandlik darajasi hamda turizm korxonalarining iqtisodiy faoliyatiga mavsumiylikning ta'siri tahlil qilinadi. Shuningdek, turizm mahsulotlarini diversifikatsiya qilish, mavsumdan tashqari turizm turlarini

rivojlantirish va yil davomida barqaror turistik oqimni shakllantirish imkoniyatlari baholnadi.

Mazkur tadqiqotning asosiy maqsadi O'zbekistonda turizm sohasi raqobatbardoshligiga mavsumiylik omillarining ta'sirini kompleks baholash hamda mavsumiylikning salbiy oqibatlarini kamaytirish orqali turizmn-ing barqaror rivojlanishini ta'minlashga qaratilgan ilmiy asoslangan taklif va tavsiyalarni ishlab chiqishdan iborat. Ushbu maqsadga erishish uchun turistik oqimlarning mavsumiy xususiyatlari, turizm infratuzilmasidan foydalanish samaradorligi, turizm xizmatlariga bo'lgan talab dinamikasi va turizm mahsulotlarini diversifikatsiya qilish imkoniyatlari tahlil qilinadi hamda mavsumiylikni boshqarishning zamonaviy mexanizmlari asosida sohaning raqobatbardoshligini oshirish bo'yicha amaliy tavsiyalar ishlab chiqiladi.

Adabiyotlar sharhi. Turizm sohasida mavsumiylik muammosi ko'plab xorijiy va mahalliy olimlar tomonidan turizm rivojlanishiga ta'sir etuvchi asosiy omillardan biri sifatida e'tirof etilgan. Mavsumiylik turistik talabning yil davomida notekis taqsimlanishi natijasida yuzaga keladigan iqtisodiy, ijtimoiy va ekologik jarayonlarni ifodalaydi. Ushbu hodisa turizm korxonalarining daromadlari, mehnat resurslaridan foydalanish samaradorligi, turistik infratuzilmaning bandlik darajasi hamda destinatsiyalarning raqobatbardoshligiga bevosita ta'sir ko'rsatadi. Shu sababli turizm iqtisodiyotida mavsumiylikni boshqarish barqaror

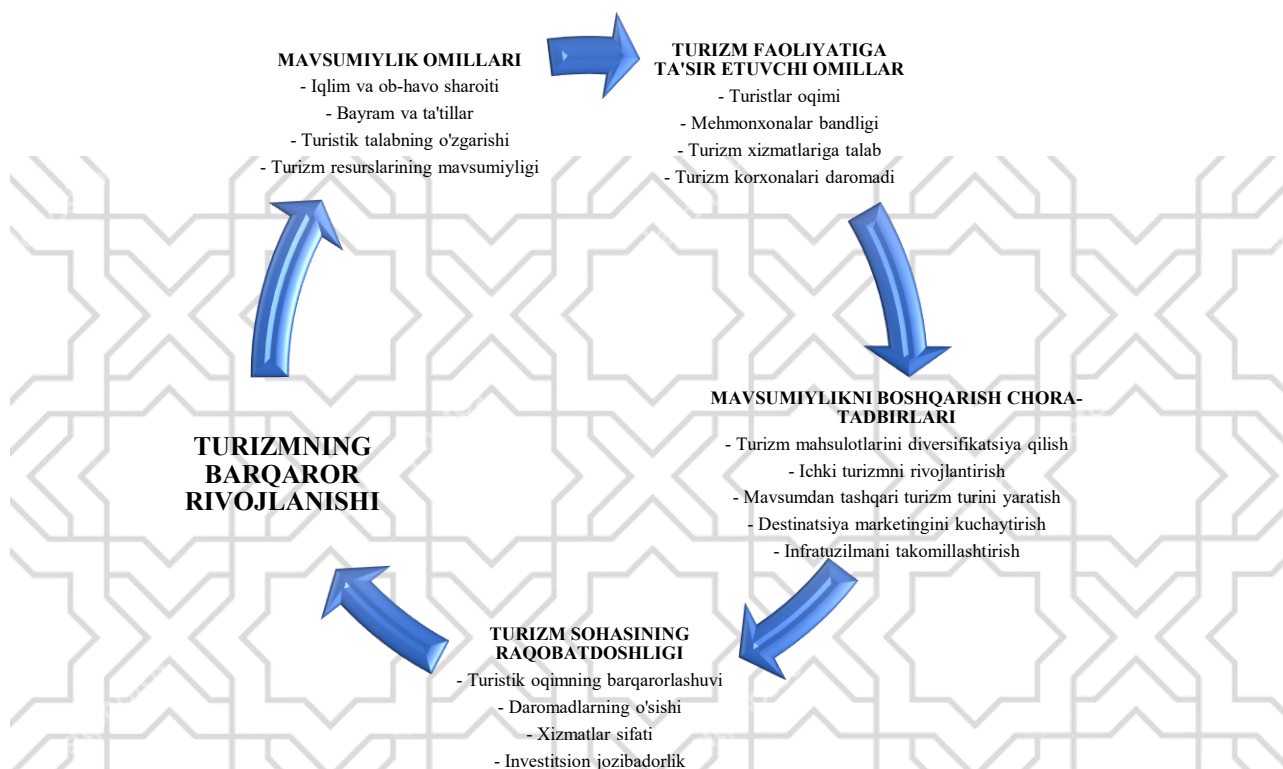
rivojlanishni ta'minlovchi muhim strategik yo'nalishlardan biri hisoblanadi.

Turizm iqtisodiyoti nazariyasida mavsumiylik masalasi birinchi bor Butler (2024) tomonidan turistik oqimlarning vaqt bo'yicha notekis taqsimlanishi sifatida izohlangan. Muallifning fikricha, mavsumiylik iqlim sharoiti, ta'til davrlari, bayramlar, transport imkoniyatlari va turistlarning xulq-atvoriga bog'liq bo'lib, turizm biznesining iqtisodiy samardorligiga sezilarli ta'sir ko'rsatadi. Butler mavsumiylikni kamaytirish uchun turizm mahsulotlarini diversifikatsiya qilish va yangi turizm turlarini rivojlantirish zarurligini ta'kidlaydi. Baum va Lundtorp (2021) mavsumiylikni turizm iqtisodiyotining eng murakkab muammolaridan biri sifatida baholab, uning mehnat bozori, bandlik, investitsiya faolligi va xizmat ko'rsatish sifati bilan uzviy bog'liqligini asoslab berganlar. Ularning tadqiqotlariga ko'ra, mavsumiylik nafaqat korxona daromadlariga, balki hududlarning ijtimoiy-iqtisodiy rivojlanishiga ham sezilarli ta'sir ko'rsatadi [6,7]. Mavsumiylikni chuqur tahlil qilish turistik korxonalar faoliyatini samarali rejalashtirish, resurslarni optimal taqsimlash hamda marketing strategiyalarini takomillashtirish imkonini beradi. Turizm sohasida mavsumiylikni kamaytirishda destinatsiya marketingi, maxsus tadbirlar, festivallar va yangi turizm mahsulotlarini joriy etish muhim omil ekanligini ta'kidlagan. Ularning tadqiqotlari yil davomida turistik talabni shakllantirish orqali hududlarning raqobatbardoshligini oshirish mumkinligini

ko'rsatadi. UN Tourism ekspertlari esa mavsumiylikni turizmning barqaror rivojlanishiga salbiy ta'sir etuvchi omillardan biri sifatida baholab, turizm mahsulotlarini diversifikatsiya qilish, ichki turizmni rivojlantirish, raqamli marketingni kuchaytirish va mavsumdan tashqari turizm turlarini qo'llab-quvvatlashni tavsiya etadilar. Ularning fikricha, yil davomida barqaror turistik oqimni shakllantirish destinatsiyalarning iqtisodiy barqarorligi va xalqaro raqobatbardoshligini oshiradi [8,9].

O'zbekistonda ham turizmning mavsumiy rivojlanishi bilan bog'liq ayrim ilmiy tadqiqotlar amalga oshirilgan. Unda turizm marketingini takomillashtirish, destinatsiya brendingi va innovatsion marketing vositalaridan foydalanish orqali turistik oqimlarni yil davomida shakllantirish imkoniyatlarini asoslab bergan. Shuningdek, turizm mahsulotlarini diversifikatsiya qilish va hududiy marketingni kuchaytirish mavsumiylikni yumshatishda muhim ahamiyatga ega ekanligi ta'kidlangan [10]. Bundan tashqari, ekoturizmni rivojlantirish bo'yicha olib borilgan tadqiqotlarda ekologik turizm, tog' turizmi va tabiiy destinatsiyalarni yil davomida foydalanishga yo'naltirish orqali mavsumiylikni kamaytirish mumkinligi ilmiy asoslangan. Shuningdek, turistik resurslardan samarali foydalanish va ekologik boshqaruv mexanizmlarini takomillashtirish bo'yicha tavsiyalar ishlab chiqilgan. Mazkur ilmiy qarashlarni umumlashtirish asosida mavsumiylik omillarining turizm sohasi

raqobatbardoshligiga ta'sir etish mexanizmi ishlab chiqildi (1-rasm).



1-rasm. Turizm sohasi raqobatbardoshligiga mavsumiylik omillarining ta'siri³

1-rasmda mavsumiylik omillarining turizm sohasi raqobatbardoshligiga ta'sir etish mexanizmi konseptual jihatdan ifodalangan. Modelga ko'ra, iqlim sharoiti, bayram va ta'til davrlari, turistik talabning mavsumiy o'zgarishi hamda turizm resurslarining mavsumiy xususiyatlari turistik oqimlar va turizm xizmatlariga bo'lgan talab dinamikasini shakllantiradi. Ushbu omillar o'z navbatida mehmonxonalar bandlik darajasi, turizm korxonalari daromadlari, xizmatlar ko'rsatish hajmi va mehnat resurslaridan foydalanish samaradorligiga bevosita ta'sir ko'rsatadi [11,12]. Modelda mavsumiylikning salbiy

oqibatlarini kamaytirish turizm mahsulotlarini diversifikatsiya qilish, mavsumdan tashqari turizm turlarini rivojlantirish, destinatsiya marketingini takomillashtirish hamda turizm infratuzilmasini rivojlantirish orqali amalga oshirilishi mumkinligi nazarda tutilgan [13,14]. Mazkur boshqaruv chora-tadbirlari turistik oqimlarning yil davomida barqaror taqsimlanishiga, turizm korxonalari faoliyatining iqtisodiy samaradorligini oshirishga hamda hududlarning turizm salohiyatidan samarali foydalanishga xizmat qiladi. Natijada turizm sohasi raqobatbardoshligi ortib, destinatsiyaning jozibadorligi,

³ Muallif ishlanmasi.

investitsion faolligi va barqaror rivojlanish ko'rsatkichlari yaxshilanadi. Shuningdek, taklif etilgan konseptual model mavsumiylik omillari, turizm faoliyati natijalari va turizm sohasi raqobatbardoshligi o'rtasidagi sabab-oqibat bog'liqligini tizimli ravishda aks ettirib, mavsumiylikni boshqarishga qaratilgan strategik qarorlarni ishlab chiqish uchun nazariy asos vazifasini bajaradi.

Tadqiqot metodologiyasi.

Mazkur tadqiqotda O'zbekistonda turizm sohasi raqobatbardoshligiga mavsumiylik omillarining ta'sirini baholash uchun tizimli yondashuv qo'llanildi. Tadqiqot jarayonida ilmiy adabiyotlarni tahlil qilish, qiyosiy tahlil va mantiqiy umumlashtirish usullaridan foydalanildi. Shuningdek, O'zbekiston Respublikasi Turizm qo'mitasi, Milliy statistika qo'mitasi hamda UN Tourism ma'lumotlari asosida turistik oqimlar, mehmonxonalarning bandlik darajasi va turizm xizmatlari ko'rsatkichlari tahlil qilindi. Olingan natijalar asosida mavsumiylikning turizm sohasi raqobatbardoshligiga ta'siri baholanib, uni kamaytirishga qaratilgan ilmiy asoslangan taklif va tavsiyalar ishlab chiqildi.

Tadqiqot natijasi. Tadqiqot davomida O'zbekistonda turizm sohasi rivojlanishiga mavsumiylik omillarining ta'siri statistik ma'lumotlar va mavjud ilmiy adabiyotlar asosida tahlil qilindi. Tahlillar shuni ko'rsatdiki, turistik oqimlarning yil davomida notekis taqsimlanishi turizm korxonalarining iqtisodiy faoliyati va xizmat ko'rsatish samaradorligiga sezilarli ta'sir ko'rsatmoqda.

Xususan, bahor va kuz mavsumlarida xorijiy hamda mahalliy turistlar oqimining ortishi mehmonxonalarning bandlik darajasi, transport xizmatlariga bo'lgan talab va turizm daromadlarining oshishiga xizmat qilmoqda. Aksincha, qish mavsumida ayrim hududlarda turistik faollikning pasayishi infratuzilmadan foydalanish samaradorligini kamaytirib, xizmat ko'rsatish korxonalarining daromadlarida mavsumiy tafovutlarni yuzaga keltirmoqda.

Tadqiqot natijalari shuni ko'rsatadiki, mavsumiylik turizm sohasi raqobatbardoshligiga bevosita va bilvosita ta'sir ko'rsatadigan omillardan biridir. Bevosita ta'sir turistik oqimlar, mehmonxonalar bandlik darajasi va turizm xizmatlari hajmida namoyon bo'lsa, bilvosita ta'sir investitsion jozibadorlik, xizmatlar sifati, bandlik darajasi va hududlarning iqtisodiy rivojlanish ko'rsatkichlarida kuzatiladi. Ayniqsa, turizm korxonalarining yil davomida barqaror faoliyat yuritishi mavsumiylikni samarali boshqarish darajasiga bog'liq ekanligi aniqlandi. Shuningdek, turizm mahsulotlarini diversifikatsiya qilish, ichki turizmni rag'batlantirish, mavsumdan tashqari turizm turlarini rivojlantirish va hududiy marketing strategiyalarini takomillashtirish mavsumiylikning salbiy ta'sirini kamaytiruvchi asosiy omillar sifatida baholandi. Tahlil natijalari shuni ko'rsatadiki, madaniy, gastronomik, ekologik, sog'lomlashtirish va biznes turizmini yil davomida rivojlantirish turistik oqimlarning mavsumlar bo'yicha

muvozanatli taqsimlanishiga xizmat qiladi.

Natijalar shuningdek, transport va turizm infratuzilmasini rivojlantirish, raqamli texnologiyalarni keng joriy etish hamda turizm xizmatlarini zamonaviy marketing vositalari orqali targ'ib qilish turizm sohasi raqobatbardoshligini oshirishning muhim yo'nalishlari ekanligini tasdiqlaydi. Bu esa nafaqat turistik oqimlarning o'sishiga, balki turistlarning o'rtacha qolish muddati va xarajatlari ortishiga ham ijobiy ta'sir ko'rsatadi. Umuman olganda, tadqiqot natijalari O'zbekistonda mavsumiylik omillarini samarali boshqarish turizm sohasi raqobatbardoshligini oshirish, turizm xizmatlari eksportini kengaytirish, hududlarning turistik salohiyatidan samarali foydalanish hamda turizmning barqaror rivojlanishini ta'minlashning muhim sharti ekanligini ko'rsatdi. Olingan natijalar keyingi bosqichda ekonometrik tahlillar orqali miqdoriy jihatdan baholanishi va amaliy boshqaruv qarorlarini ishlab chiqishda foydalanilishi mumkin.

Xulosa va takliflar. Mazkur tadqiqot davomida O'zbekistonda turizm sohasi raqobatbardoshligiga mavsumiylik omillarining ta'siri nazariy va amaliy jihatdan tahlil qilindi. Tadqiqot natijalari mavsumiylik turistik oqimlarning notekis taqsimlanishi, mehmonxona fondidan foydalanish samaradorligi, turizm xizmatlariga bo'lgan talab, turizm korxonalari daromadlari hamda bandlik darajasiga sezilarli ta'sir ko'rsatishini tasdiqladi. Adabiyotlar tahlili shuni ko'rsatdiki, mavsumiylik

nafaqat tabiiy-iqlim omillari, balki turizm mahsulotlarining tarkibi, marketing strategiyalari, transport infratuzilmasi va turistlarning iste'mol xulq-atvori bilan ham chambarchas bog'liq. Xalqaro tajriba mavsumiylikni boshqarish turizm mahsulotlarini diversifikatsiya qilish, ichki turizmni rivojlantirish, tadbirlar turizmini kengaytirish va destinatsiyalarni yil davomida faol ishlashga yo'naltirish orqali amalga oshirilishini ko'rsatadi.

Tadqiqot natijalari O'zbekistonda ham mavsumiylikning salbiy ta'sirini kamaytirish orqali turizm infratuzilmasidan foydalanish samaradorligini oshirish, turistik oqimlarni yil davomida muvozanatlashtirish, hududlarning turizm salohiyatidan to'liq foydalanish hamda sohaning xalqaro raqobatbardoshligini mustahkamlash imkoniyati mavjudligini ko'rsatdi. Shu bilan birga, mavsumiylikni boshqarishga qaratilgan institutsional va marketing mexanizmlarini takomillashtirish turizmning barqaror rivojlanishini ta'minlashning muhim sharti hisoblanadi. Tadqiqot natijalari asosida quyidagi ilmiy-amaliy tavsiyalar ishlab chiqildi:

1. Turizm mahsulotlarini diversifikatsiya qilish orqali mavsumdan tashqari davrlarda ham turistlarni jalb etadigan gastronomik, ekologik, sog'lomlashtirish, qishki, MICE va madaniy turizm yo'nalishlarini rivojlantirish maqsadga muvofiq.

2. Hududlarning turistik ixtisoslashuvini shakllantirish hamda har bir mintaqaning tabiiy, tarixiy va

madaniy resurslariga mos turizm mahsulotlarini ishlab chiqish orqali turistik oqimlarni yil davomida muvozanatli taqsimlash zarur.

3. Destinatsiya marketingini takomillashtirish, raqamli platformalar, sun'iy intellekt texnologiyalari va ijtimoiy tarmoqlar orqali mavsumdan tashqari davrlar uchun maqsadli marketing kampaniyalarini amalga oshirish tavsiya etiladi.

4. Transport va turizm infratuzilmasini rivojlantirish, ayniqsa ichki turizm salohiyati yuqori bo'lgan hududlarda transport qulayligini oshirish va turizm xizmatlari sifatini xalqaro standartlar asosida takomillashtirish zarur.

5. Mavsumiy talabni boshqarish mexanizmlarini joriy etish, jumladan dinamik narx belgilash, chegirma dasturlari va mavsumdan tashqari turistik paketlarni ishlab chiqish orqali turistik talabni yil davomida rag'batlantirish maqsadga muvofiq.

6. Turizm sohasida davlat va xususiy sektor hamkorligini kengaytirish, mavsumdan tashqari davrlar uchun yangi turistik mahsulotlarni yaratish va investitsiya loyihalarini

qo'llab-quvvatlash orqali sohaning investitsion jozibadorligini oshirish lozim.

7. Turizm sohasi raqobatbardoshligini baholashning zamonaviy monitoring tizimini joriy etish, unda mavsumiylik indeksi, mehmonxona bandlik darajasi, turistlarning o'rtacha qolish muddati, turistik xarajatlar va xizmatlar sifati kabi ko'rsatkichlarni muntazam monitoring qilish tavsiya etiladi.

8. Kelgusidagi ilmiy tadqiqotlarda mavsumiylikning turizm eksporti, mehmonxona biznesi samaradorligi va hududiy iqtisodiy rivojlanishga ta'sirini ekonometrik modellar, panel ma'lumotlar va sun'iy intellekt asosidagi prognozlash usullari orqali chuqur tahlil qilish maqsadga muvofiq.

Umuman olganda, mazkur tavsiyalarning amaliyotga joriy etilishi O'zbekistonda turizm sohasining xalqaro raqobatbardoshligini oshirish, turistik oqimlarni mavsumlar kesimida muvozanatlashtirish, turizm eksportini ko'paytirish hamda BMTning Barqaror rivojlanish maqsadlariga mos ravishda turizm sohasining uzoq muddatli va barqaror rivojlanishini ta'minlashga xizmat qiladi.

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INNOVATSION STRATEGIYALARNI AMALGA OSHIRISHNING XORIJ TAJRIBASI VA UNDA MILLIY IQTISODIYOTDA FOYDALANISH YO'NALISHLARI

Annotatsiya: Mazkur maqolada iqtisodiy taraqqiyotning hal qiluvchi omili sifatida innovatsion strategiyalarni amalga oshirishning xorij tajribasi tizimli ravishda tahlil qilingan. Rivojlangan davlatlar – AQSh, Yaponiya, Germaniya, Shvetsiya, Shveytsariya, Janubiy Koreya hamda G'arbiy Yevropa mamlakatlarida innovatsion faoliyatni davlat tomonidan qo'llab-quvvatlashning faol aralashuv, markazlashmagan boshqaruv va aralash (gibrid) strategiyalari, shuningdek, ilmiy-innovatsion rivojlanishning uchta asosiy modeli qiyosiy jihatdan o'rganilgan. Innovatsion jarayonlarni tartibga solishning ma'muriy va iqtisodiy usullari, to'g'ridan-to'g'ri hamda bilvosita ta'sir ko'rsatish vositalari, texnologiyalar transferi mexanizmlari va ularning iqtisodiy samaradorligi tahlil etilgan. Tadqiqot natijalari asosida O'zbekistonda mavjud ilmiy-texnikaviy salohiyatdan samarali foydalanish, texnologiyalar transferi milliy markazini tashkil etish, innovatsion infratuzilmani shakllantirish hamda innovatsion faoliyatni huquqiy rag'batlantirish bo'yicha ilmiy asoslangan taklif va tavsiyalar ishlab chiqilgan.

Kalit so'zlar. Innovatsiya, innovatsion strategiya, innovatsion jarayon, davlat innovatsion siyosati, texnologiyalar transferi, innovatsion infratuzilma, ventur moliyalashtirish, ilmiy-tadqiqot va tajriba-konstruktorlik ishlari (ITTKI), raqobatbardoshlik, xorij tajribasi.

Kirish.

O'zbekiston Respublikasi iqtisodiyotini barqaror rivojlantirish ko'p jihatdan turli tarmoqlardagi ishlab chiqarishning samaradorligini oshirish hisobiga ta'minlanadi. Ishlab chiqarishning har tomonlama samaradorligini oshirish – zamonaviy iqtisodiy taraqqiyotning prinsipial asosi bo'lib, bozor munosabatlarini chuqurlashtirishning

hozirgi bosqichida muhim iqtisodiy masala hisoblanadi. Menejment va innovatsion jarayonlar tizimining ishlab chiqarishning asosiy tomonlari bilan o'zaro bog'liqligini hisobga olganda, mazkur masalaning ahamiyati yanada ortib boradi.

Fan-texnika taraqqiyoti bugungi kunda raqobatdosh ustunlikka erishishning asosiy manbaiga aylandi.

Mamlakatimizda ilm-fanni moliyalashtirish hajmi nisbatan kam bo'lishiga qaramay, ilmiy ishlanmalar va ixtirolar sohasi jadal rivojlanmoqda. Biroq innovatsion faoliyat zanjirining uzilishi tufayli ko'plab yangiliklar ishlab chiqarishga, keyin esa bozorga yetib bormayapti. Ko'pgina xorijiy davlatlar aynan innovatsion faoliyatni rivojlantirish, innovatsion jarayonni malakali va samarali tashkil etish hamda innovatsion mahsulotlarni ichki va tashqi bozorlarga joriy etish hisobiga iqtisodiyotning keskin yuksalishiga erishganlar [1; 29-b.]. Shu bois rivojlangan davlatlarning innovatsion strategiyalarni amalga oshirish borasidagi tajribasini tizimli o'rganish va undan milliy iqtisodiyotda foydalanish yo'nalishlarini asoslash dolzarb ilmiy-amaliy vazifa hisoblanadi.

Adabiyotlar sharhi.

Innovatsiyalar nazariyasining ilmiy asoslari xorijlik olimlar tomonidan chuqur tadqiq etilgan. Avstriyalik iqtisodchi Y.Shumpeter innovatsiyalarni iqtisodiy taraqqiyotning harakatlantiruvchi kuchi sifatida asoslab, «yangi kombinatsiyalar» konsepsiyasini ilgari surgan va tadbirkorning novatorlik funksiyasini iqtisodiy dinamikaning markaziga qo'ygan. Rossiyalik tadqiqotchi V.A.Shumayev va hammualliflari tomonidan iqtisodiyotni innovatsion rivojlantirishni tashkil etishning xorijiy tajribasi, xususan, rivojlangan davlatlarda innovatsion faoliyatni davlat tomonidan qo'llab-quvvatlash mexanizmlari batafsil tahlil qilingan [1;

30-b.]. M.S.Sisoyeva samarali innovatsiyalarni joriy etishning mahalliy va xorijiy tajribasini qiyosiy o'rganib, rivojlangan davlatlar inqilobiy texnologiyalarni qo'llab-quvvatlash orqali resurs cheklovlarini yengib o'tayotganligini ko'rsatib bergan [2; 28-b.].

O'zbekistonlik olimlar ham mazkur muammoni turli jihatlardan tadqiq etganlar. S.S.G'ulomovning ilmiy ishlarida korxonalarni boshqarishning tashkiliy-iqtisodiy mexanizmlari doirasida innovatsion omillarning o'rni yoritilgan. N.M.Maxmudovning tadqiqotlarida makroiqtisodiy barqarorlikni ta'minlashda ilmiy-texnikaviy taraqqiyot va modernizatsiya jarayonlarining ahamiyati asoslangan. A.Sh.Bekmurodov ishlarida milliy iqtisodiyot tarmoqlarining raqobatbardoshligini oshirish va eksport salohiyatini kengaytirishda innovatsion yondashuvlarning roli tahlil etilgan. D.N.Rahimovanning tadqiqotlari xizmat ko'rsatish sohasi va boshqaruv tizimlarini takomillashtirishda zamonaviy innovatsion usullardan foydalanishga bag'ishlangan. S.Sh.Yusupov tomonidan innovatsion rivojlanishda strategik boshqarishning ilmiy asoslari [3] hamda to'qimachilik va yengil sanoatni rivojlantirishning xorij tajribasi [4] tadqiq etilgan. Shu bilan birga, mavjud adabiyotlarda innovatsion strategiyalarni amalga oshirishning xorij tajribasini tizimlashtirish va uni O'zbekiston sharoitiga moslashtirish masalalari yetarlicha yoritilmagan bo'lib, mazkur maqola

aynan shu bo'shliqni to'ldirishga qaratilgan.

Tadqiqot metodologiyasi.

Tadqiqotda ilmiy bilishning umumiy va maxsus usullaridan kompleks tarzda foydalanildi. Xorijiy davlatlarning innovatsion siyosatini o'rganishda qiyosiy tahlil usuli qo'llanilib, AQSh, Yaponiya, G'arbiy Yevropa davlatlari hamda Janubiy Koreyaning innovatsion strategiyalari o'zaro taqqoslandi. Tizimli yondashuv asosida innovatsion faoliyatni davlat tomonidan tartibga solishning ma'muriy va iqtisodiy usullari yaxlit tizim sifatida tahlil etildi. Ilmiy abstraksiyalash, induksiya va deduksiya, tahlil va sintez usullari yordamida innovatsion rivojlanish modellarining umumiy qonuniyatlari va milliy xususiyatlari aniqlandi. Statistik guruhlash va umumlashtirish usullari orqali innovatsion faoliyatni moliyalashtirish va texnologiyalar transferi samaradorligiga oid raqamli ma'lumotlar tizimlashtirildi. Tadqiqotning axborot bazasini xorijiy va mahalliy olimlarning ilmiy ishlari hamda rivojlangan davlatlarning innovatsion siyosatiga oid rasmiy manbalar tashkil etdi [2; 30-b.].

Tahlil va natijalar.

Tadqiqot natijalari shuni ko'rsatadiki, iqtisodiyotning rivojlanishi ilmfanga, inson kapitaliga, yangi mahsulotlar ishlab chiqarishga va ularni amalga oshirishga yo'naltirilgan mablag'lar bilan bevosita bog'liqdir [1; 31-b.]. Ayrim xorijiy firmalarda innovatsiya g'oyalarining manbasi sifatida

aynan korxona xodimlaridan foydalaniladi va bu borada takliflar uchun maxsus kartochkalar tizimini qo'llaydigan Yaponiya firmalari katta tajribaga ega.

Amerikalik mutaxassislarning bahosiga ko'ra, AQShda tashkil qilinyotgan 1 milliongacha kichik korxonaning sakkizdan bir qismi yangi mahsulotlar va texnologik loyihalarni ishlab chiqish hamda tijoratlashtirishga ixtisoslashadi, ilmiy-texnik tadqiqotlardagi xarajatlarining uchdan bir qismigacha esa u yoki bu shaklda davlat tomonidan moliyalashtiriladi [2; 29-b.]. Shu bilan birga, chet el firmalari katta tavakkalchilikni hisobga olib, yangi mahsulotga ehtiyotkorlik bilan yondashadilar: yirik Amerika firmalari mahsulotlarining 70 foizi – modifikatsiyalashgan mahsulotlar, 20 foizi – uncha katta bo'lmagan innovatsiyalar va faqat 10 foizi – mutlaqo yangi mahsulotlardir.

Innovatsiya faoliyatining maqsadlari, vazifalari va yo'nalishlarini hisobga olgan holda uni davlat miqyosida tashkil qilish prinsiplari ushbu jarayonni boshqarish uchun tegishli axborotlar olish bilan belgilanadi [3]. Xususan, bunday axborotlar tanlov asosida tekshirish, innovatsiya faoliyatini funksiyalash va har bir innovatsiya–investitsiya korxonasi uchun ishlab chiqish yo'li bilan olinishi mumkin, bu esa bozor munosabatlari shakllanayotgan va rivojlanayotgan sharoitda innovatsiya jarayonlarini tahlil qilish imkonini beradi. Turli davlatlarda davlat va bozor

munosabatlaridagi hamda ilm-fanni boshqarishning tashkiliy tuzilmasidagi farqlar mavjudligi bois, ilmiy-texnikaviy va innovatsion siyosatni shakllantirishda ham farqlar yuzaga keladi. Bunda muhim ko'rsatkich – tadqiqot va ishlanmalar xarajatlarining yalpi milliy mahsulotdagi salmog'i bo'lib [4], bu borada Shveysariya, Germaniya, Yaponiya, Shvetsiya, Koreya hamda AQSh yetakchilik qiladi; yuqori texnologiyali davlatlarning ikkinchi guruhiga Angliya, Fransiya, Niderlandiya, Italiya kiradi.

Innovatsion faoliyatni qo'llab-quvvatlash shakliga ko'ra, jahon amaliyotida davlatning faol aralashuvi strategiyasi, markazlashmagan boshqaruv strategiyasi hamda aralash boshqaruv shakllari qo'llaniladi. Faol aralashuv strategiyasi Yaponiya, Fransiya, Niderlandiya kabi davlatlarga xos bo'lib, ularda innovatsion faoliyat milliy iqtisodiyotni rivojlantirishning asosiy omili hisoblanadi. Markazlashmagan boshqaruv strategiyasida davlat strategik yetakchilik rolini saqlagan holda qattiq direktiv boshqaruvdan voz kechadi: asosiy harakatlantiruvchi kuch sifatida korxonalar, universitetlar va tadqiqot markazlari ko'riladi, davlatning vazifasi esa huquqiy bazani mustahkamlash, soliq imtiyozlari va moliyaviy rag'batlantirish orqali qulay muhit yaratishdan iborat bo'ladi (AQSh, Buyuk Britaniya). Aralash (gibrid) strategiyada davlat o'ziga qarashli yirik korxonalar va strategik tarmoqlarda innovatsion faoliyatga faol aralashsa, xususi sektorga

nisbatan rag'batlantiruvchi siyosat yuritadi; bunday yondashuv Shvetsiya, Finlyandiya kabi davlatlarda yaqqol namoyon bo'ladi [1; 33-b.].

Zamonaviy sanoati rivojlangan davlatlarning ilmiy-innovatsion rivojlanish modellarini tahlil qilganda uch asosiy tipni ajratish mumkin: fundamental va amaliy tadqiqotlarning barcha bosqichlarini to'liq qamrab oladigan, yirik milliy va xalqaro loyihalarga yetakchilik qila oladigan model (AQSh); jahon ilmiy-texnikaviy yutuqlarini tezkor assimilyatsiya qilish va innovatsion infratuzilmani jadal rivojlantirishga qaratilgan model (Yaponiya, Janubiy Koreya); innovatsiyalarni keng tarqatish, qulay muhit yaratish va kichik-o'rta biznesni rag'batlantirishga asoslangan model (Germaniya, Shvetsiya, Shveysariya).

G'arbiy Yevropa davlatlari «milliy chempionlar»ni qo'llab-quvvatlash strategiyasiga tayanib, AQSh va Yaponiyaning transmilliy korporatsiyalari bilan raqobatlasha oladigan yirik milliy kompaniyalarni shakllantirishga intiladilar: masalan, Buyuk Britaniyada mikroelektronika sohasidagi davlat grantlarining 80 foizdan ortig'i faqat beshta eng yirik firmaga to'g'ri kelgan. Biroq resurslarning cheklangan subektlar qo'lida to'planishi tarmoq ichidagi raqobatni susaytirib, ilg'or texnologiyalarning boshqa sohalarga tarqalishiga to'sqinlik qilmoqda [2; 31-b.]. XX asrning 80-yillaridan boshlab G'arbiy Yevropada xalqaro miqyosdagi yirik dasturlarga o'tish va Yevropa Ittifoqi doirasida muvofiqlashtirish

kuchaydi. Bunga uchta omil sabab bo'ldi: mahalliy ilmiy-moliyaviy resurslarning yetishmasligi; milliy bozorlarning kichikligi tufayli mahalliy dasturlarning samarasizligi; global raqobat sharoitida yagona texnologik maydon zarurati.

Yel davlatlarida innovatsion siyosat yagona monopoliyaga qarshi qonunchilik, ilg'or texnologiyalarni joriy etishni tezlashtirish, jadallashtirilgan amortizatsiya tizimi, ITTKI uchun soliq imtiyozlari, innovatsion loyihalarni to'g'ridan-to'g'ri grantlash hamda universitetlar va ishlab chiqarish o'rtasidagi kooperatsiyaga asoslanadi. Innovatsiyalarni tarqatish bo'yicha Yel rejasi tadqiqot natijalarini tezroq mahsulotga aylantirish, davlatlar o'rtasida transfer mexanizmlarini yo'lga qo'yish, patent tizimini takomillashtirish hamda kamroq rivojlangan a'zo davlatlarning innovatsion salohiyatini oshirishga xizmat qilmoqda [1; 34-b.].

AQShda innovatsion faoliyatni boshqarish institusional jihatdan o'ta rivojlangan tuzilmaga ega: federal darajada fundamental tadqiqot yo'nalishlarini belgilaydigan Milliy Ilmiy Fond (NSF) va Milliy Ilmiy Kengash yetakchilik qiladi, Mudofaa vazirligi, NASA, Energetika vazirligi kabi idoralar esa tarmoq dasturlari doirasida yirik tadqiqotlarni moliyalashtiradi. Amerika modelining o'ziga xos jihati – davlat va xususiy sektor o'rtasidagi chuqur organik bog'liqlikdir: texnologiya transferi tizimi va konsorsiumlar orqali davlat tomonidan ishlab chiqilgan texnologiyalar tez va samarali tarzda

xususiy sektorga o'tadi. Tadqiqotlar shuni ko'rsatadiki, fundamental tadqiqotlarga sarflangan har bir dollar 6–7 yil ichida iqtisodiyotga ikki baravar ko'p foyda keltirsa, texnologiya transferi orqali bu ko'rsatkich qisqa muddatda 15–20 baravarga yetishi mumkin [2; 32-b.]. AQShda federal texnologiyalarni uzatish to'g'risidagi qonun amal qilib, Milliy fond tomonidan byudjet hisobidan patentlangan ixtirolardan tijorat maqsadida foydalanish uchun bepul litsenziyalar berish, davlat xizmatlariga haq to'lashda imtiyozlar, olim va innovatorlarni ma'naviy rag'batlantirish hamda monopoliyaga qarshi qonunchilik orqali innovatsion faoliyat rag'batlantiriladi [3].

Innovatsion jarayonlarni to'g'ridan-to'g'ri qo'llab-quvvatlaydigan asosiy vosita davlat innovatsion infratuzilmasini shakllantirish hisoblanadi. Davlat innovatorlarga yordam tarzida yangiliklarni keng yoyish markazlari va maslahat markazlarini tashkil etishi mumkin. Bunda innovatsion loyihalarni davlat ekspertizasidan o'tkazish alohida o'rin tutadi, chunki yangiliklarni amalga oshirayotgan ayrim tashkilotlar uchun ularning umumiy iqtisodiy samarasini baholash qiyin kechadi. Shuningdek, yetakchi olim va innovatorlarni ma'naviy rag'batlantirish – ularga davlat mukofotlari va faxriy unvonlar berish, yetakchi innovatsion tashkilotlarga davlat arboblarning tashrif buyurishi hamda davlat tadbirlariga innovatorlarni taklif etish muhim ahamiyat kasb etadi. Ichki va xalqaro raqobat kurashini rivojlantirish

mexanizmining ishlab chiqilganligi ham innovatsion jarayonlarni boshqarish samaradorligini oshirishda alohida o'rin tutadi.

Yaponiya o'tgan asr oxirlaridan ratsionalizator davlatga aylanish, mexatronika, biotexnologiya va yangi materiallar texnologiyalari ijodkori bo'lish siyosatini amalga oshira boshladi. Mamlakat innovatsion siyosati sodda mexanizmga ega: Bosh vazirning ilmiy taraqqiyoti ishlari bo'yicha Kengashi ustuvor yo'nalishlarni belgilagach, barcha yirik korporatsiyalarga dasturda ishtirok etish taklif etiladi; vazirlik korporatsiyalarga ilmiy laboratoriyalardan foydalanish imkonini yaratadi va universitet olimlarini jalb etadi, ammo moliyalashtirishni zimmasiga olmaydi. ITTKI xarajatlari korporatsiyalar tomonidan birgalikda qoplanadi, natijalar esa barcha qiziquvchi kompaniyalarga e'lon qilinadi. Hukumat bozorlarga kafolat bermaydi, ammo milliy bozorni himoyalash maqsadida proteksionistik siyosat yuritadi, shu bois innovatsiyalarni joriy etgan yapon ishlab chiqaruvchilari ichki bozorda tashqi raqobat bosimini deyarli his etmaydilar. Eksportni rivojlantirishda to'g'ridan-to'g'ri subsidiyalari bilan birga an'anaviy iqtisodiy va ma'muriy usullardan ham keng foydalaniladi [4].

Innovatsion faoliyatga davlatning ta'sir ko'rsatish usullarini ma'muriy va iqtisodiy usullarga ajratish mumkin bo'lib, ular o'rtasidagi nisbat mamlakatdagi iqtisodiy holat hamda tartibga solish konsepsiyasining bozorga yoki markazlashgan ta'sirga asoslanganligi

bilan belgilanadi [1; 36-b.]. Ma'muriy usullar bozor iqtisodiyoti sharoitida qonunchilik asosida – patentlashtirish, huquqiy meyorlashtirish va standartlashtirish siyosati orqali amalga oshirilib, subektlarga yangilikka nisbatan monopoliyani saqlash imkonini beradi. Eng keng tarqalgan iqtisodiy usullar esa ishlab chiqarishni motivatsiyalash omillariga asoslanadi: to'g'ridan-to'g'ri ta'sir vositalariga investirlash, kreditlash, lizing, rejalashtirish va davlat buyurtmalari kirsas, bilvosita vositalarga amortizatsiya va soliq siyosati, kredit va narx siyosati hamda proteksionizm kiradi. Davlat buyurtmasini bajarayotgan korxona moliyaviy mablag'lar bilan ta'minlanadi hamda davlat laboratoriyalari va boshqa texnologik resurslardan foydalanish imkoniyatiga ega bo'ladi [3].

Umuman olganda, rivojlangan davlatlar milliardlab dollar sarflab, keyinchalik xo'jalik faoliyatiga joriy qilinadigan inqilobiy texnologiyalarni qo'llab-quvvatlaydilar. Bu ularning iqtisodiyotlarida raqobatbardoshlikni saqlashga yordam beradi: mehnat umumdorligini oshirish orqali tabiiy resurslarning yetishmasligi, kichik hududiy o'lchamlar va aholi qarishuvi kabi cheklolarni yengishga erishiladi [2; 33-b.].

Xulosa va takliflar.

Xorijiy mamlakatlarning innovatsion faoliyatni boshqarish tajribasini tahlil qilish asosida quyidagi xulosalarga kelindi. Birinchidan, innovatsion sohada yetakchi mamlakatlar o'z siyosatini ilmiy tadqiqotlarni davlat

darajasida qo'llab-quvvatlash, ustuvor yo'nalishlarni aniqlash, mahalliy sanoatning raqobatbardoshligini oshirish, texnologiyalar transferi tizimini mukammallashtirish, intellektual mulk huquqlarini mustahkamlash hamda bilvosita (soliq, subsidiya, grant) tartibga solish mexanizmlarini kengaytirish kabi fundamental tamoyillarga asoslaydilar. Shuningdek, ushbu tamoyillar tizimiga axborot-kommunikatsiya infratuzilmasini rivojlantirish, fan va texnikani rag'batlantirishning institusional tizimini takomillashtirish, innovatsion faoliyat natijalarini baholashning ilmiy asoslangan mezonlarini ishlab chiqish hamda xalqaro ilmiy-texnik hamkorlik va mehnat taqsimotini kengaytirish ham kiradi. Ikkinchidan, faol aralashuv, markazlashmagan va aralash strategiyalarning har biri muayyan institusional muhitda samara beradi, shu bois ularni mexanik ko'chirish emas, balki milliy sharoitga moslashtirish talab etiladi.

Tadqiqot natijalari asosida davlat innovatsion siyosatining samaradorligini oshirish bo'yicha quyidagi takliflar ishlab chiqildi [4]:

– innovatsion faoliyatni huquqiy rag'batlantirishning mustahkam qonunchilik bazasini yaratish orqali mavjud ilmiy-texnikaviy salohiyatdan samarali foydalanishni ta'minlash

hamda davlat korxonalari va ilmiy muassasalarning yangi texnologiyalarni iqtisodiyotga joriy etishdagi faolligini oshirish;

– texnologiya transferi jarayonlarini muvofiqlashtiruvchi milliy darajadagi maxsus markaz tashkil etish;

– ilg'or texnologiyalarni ishlab chiqish va tatbiq etish bo'yicha maqsadli dasturlarni ishlab chiqish hamda ularning moliyaviy va normativ-huquqiy ta'minotini mustahkamlash;

– yirik korporatsiyalar, ishlab chiqarish korxonalari, oliy ta'lim muassasalari, akademik institutlar va ilmiy laboratoriyalarni birlashtirgan holda zamonaviy innovatsion infratuzilmani shakllantirish;

– iqtisodiyot uchun yuqori ahamiyatga ega ixtiro, texnologik yechim va ilmiy yutuqlar to'g'risida muntazam axborot taqdim etuvchi maxsus ilmiy-texnik nashrni yo'lga qo'yish.

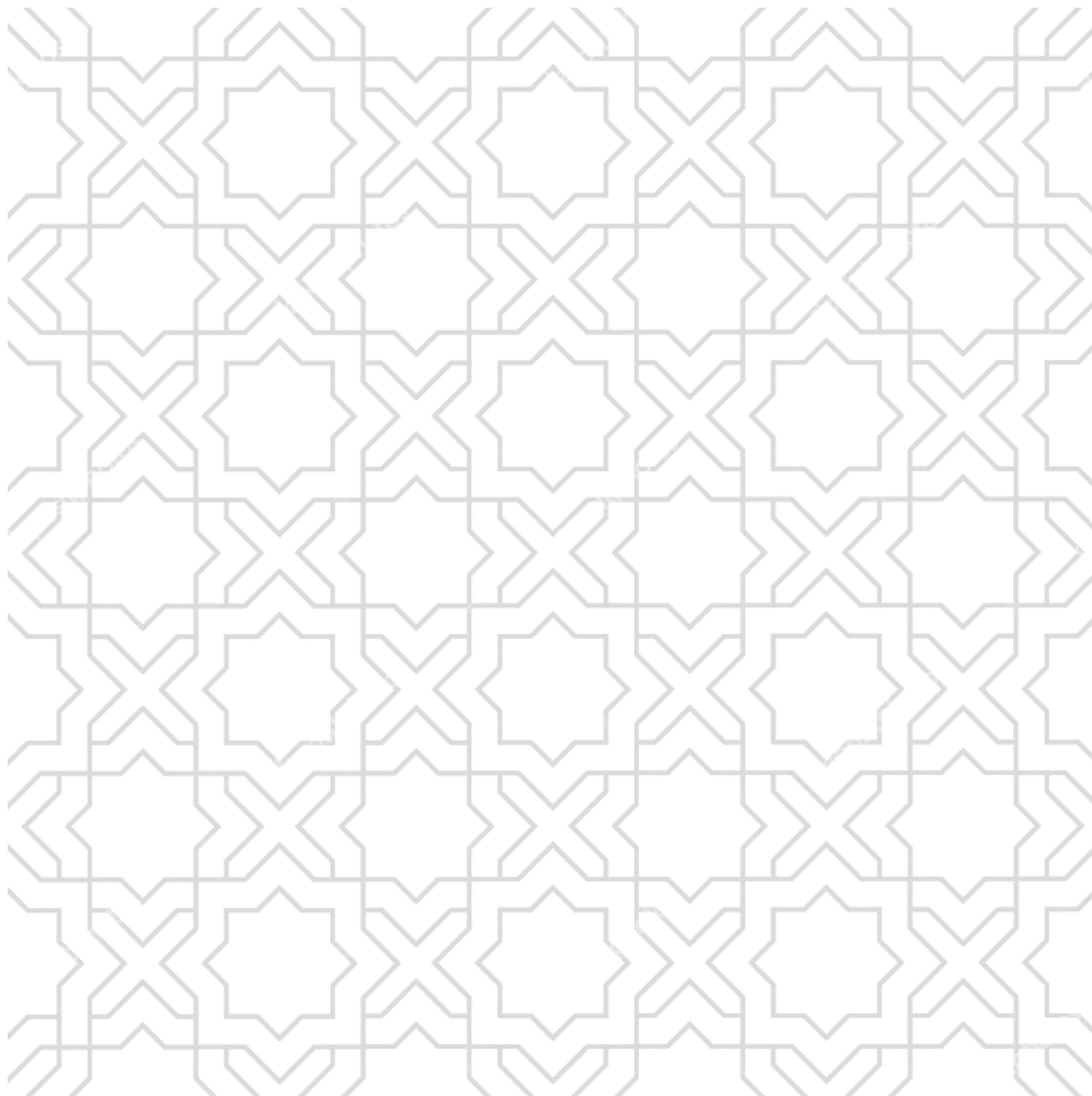
Mazkur takliflarning amalga oshirilishi mamlakatimizda innovatsion faoliyat zanjirining uzluksizligini ta'minlash, ilmiy ishlanmalarning ishlab chiqarishga va bozorga yetib borishini tezlashtirish hamda milliy iqtisodiyotning raqobatbardoshligini yuksaltirishga xizmat qiladi.

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IQLIM O'ZGARISHI SHAROITIDA INVESTITSİYALAR SAMARADORLIGINI OSHIRISH YO'LLARI

Annotatsiya: Ushbu ilmiy maqolada yashil investitsiyalar samaradorligini oshirish masalalari ochib berilgan. Shu bilan birga, "yashil iqtisodiyot"ning sanoat va tarmoqlarga ta'siri va ahamiyati ko'rsatilgan. Shuni ta'kidlash kerakki, "yashil iqtisodiyot" mamlakatimiz ta'lim tizimiga kirib bormoqda va rivojlanish tendentsiyasini kuchaytirmoqda global iqlim o'zgarishi sharoitida investitsiya loyihalarining samaradorligini oshirish mexanizmlari va strategiyalari tadqiq etilgan. Iqlim risklarining investitsiya muhitiga ta'siri tahlil qilinib, "yashil" investitsiyalar, barqaror moliyalashtirish (ESG) va iqlimiy adaptatsiya (moslashuv) strategiyalarining o'zni yoritilgan. Shuningdek, investitsiya samaradorligini baholashda ekologik omillarni hisobga olish bo'yicha amaliy tavsiyalar ishlab chiqilgan.

Kalit so'zlar. yashil iqtisodiyot, atrof-muhit, resurslar, yashil investitsiyalar, yashil makon, tadbirkor, tadbirkorlik, iqlim o'zgarishi, investitsiya samaradorligi, ESG prinsiplari, yashil iqtisodiyot, iqlim risklari, adaptatsiya, barqaror rivojlanish.

Kirish.

Bugungi kunda global iqlim o'zgarishi shunchaki ekologik muammo bo'lmay, balki jahon iqtisodiyoti va moliyaviy tizimiga to'g'ridan-to'g'ri ta'sir ko'rsatuvchi eng jiddiy makroiqtisodiy omillardan biriga aylandi. Tabiiy ofatlarning ko'payishi, suv resurslarining kamayishi va haroratning ko'tarilishi an'anaviy investitsiya loyihalarining risk darajasini keskin oshirmoqda. Bunday sharoitda kapital qo'yilmalarning rentabelligini ta'minlash va zararlarni kamaytirish uchun investitsiya faoliyatini boshqarishda mutlaqo yangi yondashuvlarni qo'llash talab etiladi. Iqlim o'zgarishi sharoitida investitsiyalar samaradorligini oshirish yo'llarini

aniqlash maqolaning dolzarbligini belgilaydi.

O'zbekiston Respublikasi Prezidenti Shavkat Mirziyoyev BMT Bosh Assambleyasining 72-sessiyasidagi nutqida 2022–2026-yillarda O'zbekiston Respublikasini rivojlantirishning yettita ustuvor yo'nalishi bo'yicha "Harakatlar strategiyasi – Taraqqiyot strategiyasi"ning mazmuni Birlashgan Millatlar Tashkilotining Barqaror rivojlanish maqsadlariga to'liq mos kelishini ta'kidladi [1]. "Harakatlar strategiyasi" rejalashtirilgan tarkibiy o'zgarishlarni chuqurlashtirish, milliy iqtisodiyotning yetakchi tarmoqlarini modernizatsiya qilish va diversifikatsiya qilish orqali uning raqobatbardoshligini oshirish, iqtisodiyotda

energiya va resurslar sarfini kamaytirish, ishlab chiqarishga energiya tejaydigan texnologiyalarni keng joriy etish va qayta tiklanadigan energiya manbalaridan foydalanishni kengaytirish bo'yicha maqsad va vazifalarni belgilaydi [2].

Mamlakatimiz Prezidenti Sh.M.Mirziyoyevning Oliy Majlisga yo'llagan Murojaatnomasida 2020-yil va undan keyingi yillarda iqtisodiyot sohasida amalga oshiriladigan dasturiy va maqsadli vazifalar qatorida atrof-muhitni muhofaza qilish va ekologik vaziyatni yaxshilashga e'tiborni kuchaytirish, ishlab chiqarish jarayonini ekologik nazorat qilish tizimini takomillashtirish, ekologik auditlarni o'tkazish tartibini qayta ko'rib chiqish orqali xususiy auditorlik faoliyatini jonlantirish muhim vazifalar ekanligi ta'kidlangan [3].

Adabiyot manbalarini haqida umumiy ma'lumot; Adabiyot sharhi.

Bugungi ekologik muammolar endi iqtisodiyotga cheklangan tovar sifatida kiritilmoqda; Yangi tendentsiya shakllandi va faol rivojlanmoqda - "yashil" iqtisodiyot. "Yashil" iqtisodiyot - bu iqtisodiyotda iqtisodiyot o'zi mavjud bo'lgan va uning bir qismi bo'lgan tabiiy muhitning ajralmas qismi bo'lgan yo'nalish; u tabiiy resurslardan samarali foydalanish, shuningdek, oxirgi iste'mol mahsulotlarini ishlab chiqarish sikliga qaytarish orqali jamiyat farovonligini ta'minlashga qaratilgan. Birlashgan Millatlar Tashkilotining Atrof-muhit dasturi (YUNEP) mutaxassisarlari "yashil" iqtisodiyotni "inson

farovonligini yaxshilaydigan va ijtimoiy adolatni ta'minlaydigan, shu bilan birga atrof-muhitning buzilishi va uning buzilishi xavfini sezilarli darajada kamaytiradigan" iqtisodiy faoliyat sifatida ko'rishadi.

Iqlim o'zgarishi investitsiya ob'ektlariga ikki xil asosiy risk orqali ta'sir ko'rsatadi. Samaradorlikni oshirish uchun dastlab ushbu risklarni to'g'ri baholash lozim:

1. Jismoniy risklar (Physical Risks):

O'tkir risklar: To'fonlar, suv toshqinlari va yong'inlar natijasida korxonalarning asosiy vositalari (bino, uskunalar)ga zarar yetishi. *Surunkali risklar:* Haroratning uzoq muddatli ko'tarilishi tufayli qishloq xo'jaligi, gidroenergetika va logistika sohalarida mahsulдорlikning pasayishi.

2. O'tish risklari (Transition Risks):

Past uglerodli iqtisodiyotga o'tish jarayonida qonunchilikning qat'iylashishi (masalan, uglerod solig'i). Ekologik toza texnologiyalar paydo bo'lishi natijasida eski texnologiyalarga kiritilgan investitsiyalarning qadrsizlanishi (*stranded assets*).

Ma'lumki, yashil investitsiyalar atrof-muhitni muhofaza qilishga qaratilgan loyihalar va modellarni moliyalashtirish manbalari bo'lib, yangi ekologik texnologiyalar, yashil moliyaviy mahsulotlar, muqobil energiya uchun yangi bozorlarni joriy etish va yashil energiya turlarini rivojlantirishni nazarda tutadi. O'zbekistonlik olimlar M.A.Ibrohimov, A.A.Isadjanov "yashil" iqtisodiyot ertangi kun iqtisodiyoti va XXI asr iqtisodiy rivojlanishining

harakatlantiruvchi kuchi deb hisoblashadi. Yashil iqtisodiyot nazariyasi quyidagi uchta aksioma asosida qurilgan:

Cheklangan makonda ta'sir doirasini doimiy ravishda kengaytirish mumkin emas;

Cheklangan resurslar sharoitida doimiy ravishda ortib borayotgan ehtiyojlarni qondirishni talab qilish mumkin emas;

"Yer yuzidagi hamma narsa bir-biri bilan bog'liq", degan fikrni ta'kidlaydi. B.B.Alimov "yashil" iqtisodiyotning tarmoqlar va sanoat tarmoqlariga ta'siri va ahamiyatini ko'rsatadi. Shuni alohida ta'kidlash kerakki, "yashil" iqtisodiyot mamlakatimiz ta'lim tizimiga kirib kelmoqda va o'zining rivojlanish tendentsiyasini kuchaytirmoqda.

Shuningdek, M.A.Ibrohimov o'zining "Yashil investitsiyalar samaradorligini oshirish masalalari" mavzusidagi maqolasida yashil investitsiyalar samaradorligini oshirish masalalarini ochib berdi. Shu bilan birga, "yashil" iqtisodiyotning tarmoqlar va sanoat tarmoqlariga ta'siri va ahamiyati ko'rsatildi. Shuni ta'kidlash kerakki, "yashil" iqtisodiyot mamlakatimiz ta'lim tizimiga kirib kelmoqda va o'zining rivojlanish tendentsiyasini kuchaytirmoqda.

Investitsiyalar Samaradorligini Oshirishning Asosiy Yo'llari: iqlim tahdidlariga qaramay, investitsiyalarning yuqori daromadlilikini ta'minlash uchun quyidagi strategik yo'nalishlarni amalga oshirish zarur:

1. ESG (Environmental, Social, Governance) Mezonlarini Integratsiya Qilish:

An'anaviy moliyaviy tahlil (NPV, IRR ko'rsatkichlari) endilikda yetarli emas. Investitsiya loyihasini baholashda uning atrof-muhitga ta'siri (E), ijtimoiy mas'uliyati (S) va boshqaruv sifati (G) majburiy tartibda hisobga olinishi kerak.

Xalqaro tajriba: ESG reytingi yuqori bo'lgan kompaniyalar uzoq muddatda iqlim inqirozlariga chidamlaroq ekanini va ularning aksiyalari past riskli hisoblanishini ko'rsatmoqda.

2. Iqlimiy Adaptatsiya (Moslashuv) Loyihalariga Urg'u Berish:

Investitsiyalarni faqat emissiyalarni kamaytirishga emas, balki iqlim o'zgarishiga moslashish texnologiyalariga yo'naltirish lozim. **Qishloq xo'jaligida:** Tomchilatib sug'orish va qurg'oqchilikka chidamli ekin turlariga investitsiya kiritish. **Qurilishda:** Energiya tejamkor ("yashil") binolar va kuchaytirilgan infratuzilma ob'ektlarini barpo etish.

3. Yashil Obligatsiyalar va Barqaror Moliyaviy Instrumentlardan Foydalanish:

"Yashil" obligatsiyalar (Green Bonds) orqali arzon va uzoq muddatli kapitalni jalb qilish imkoniyati mavjud. Bu instrumentlar investorlarga soliq imtiyozlari yoki arzonlashtirilgan foiz stavkalarini taklif qilish orqali loyihaning umumiy samaradorligini (rentabelligini) oshiradi.

Bundan tashqari, investitsiya faoliyatida iqtisodiy samaradorlikni

oshirish, samaradorlik ko'rsatkichlarini aniqlash va ularni baholash asosida tegishli xulosalar ishlab chiqish muhimdir. Investitsiya samaradorligi bo'yicha tadqiqotlar mamlakatimizning bir qator nazariyotchilari va amaliyotchilari tomonidan umumiy iqtisodiy muammo sifatida o'rganilgan. Xususan, A. Abdug'aniyevning so'zlariga ko'ra, "Iqtisodiy fanlarda "samaradorlik" va "iqtisodiy samaradorlik" tushunchalari mavjud. Ularni mamlakat, sektor, korxona, yo'nalish va alohida mahsulotlar bo'yicha aniqlash mumkin [4]. Yuqoridagilarga asoslanib, investitsiya faoliyatini moliyalashtirish manbalari va usullarini shakllantirishni rivojlantirish va takomillashtirish, ularni mamlakatimiz amaliyotiga qo'llash zarur.

Tadqiqot metodologiyasi.

Yashil investitsiyalar samaradorligining

Investitsiya turi	Dastlabki xarajat (CAPEX)	Iqlim darajasi	Uzoq muddatli barqarorlik
An'anaviy loyihalar	Past / O'rtacha	Yuqori	Past (Eski rasmga aylanish xavfi bor)
Yashil / Adaptiv loyihalar	Yuqori	Past	Yuqori (Barqaror daromad keltiruvchi)

Jadval: Iqtisodiyot vazirligi hisobotidan keltirilgan

Iqlim o'zgarishi sharoitida investitsiyalar samaradorligini oshirish faqatgina iqtisodiy foyda ketidan quvish emas, balki loyihalarning kelajakdagi hayotchanligini ta'minlash demakdir. Samaradorlikni oshirish uchun quyidagilar tavsiya etiladi:

1. **Davlat darajasida:** Yashil loyihalarni amalga oshiruvchi investorlar uchun soliq va bojxona imtiyozlarini

o'zgarishiga ta'sir qiluvchi omillar va ularning ta'sirining hozirgi holati tahlil qilindi va investitsiyalarning moliyaviy barqarorligiga ta'sir qiluvchi omillar aniqlandi. Tahlil jarayonida ilmiy abstraksiya, ekspert baholash, induksiya va deduksiya, taqqoslash va tizimli tahlil usullari qo'llanildi.

Muhokama va natijalar. Iqlim omili hisobga olingan va olinmagan investitsiya loyihalarining shartli qiyosiy tahlili shuni ko'rsatadiki, dastlabki bosqichda "yashil" texnologiyalar kapital xarajatlarni (CAPEX) 15-20% gacha oshirishi mumkin. Biroq, ekspluatatsiya jarayonida (OPEX) energiya tejamliligi va resurslarni kam sarflash hisobiga uzoq muddatli samaradorlik an'anaviy loyihalardan yuqori bo'ladi.

kengaytirish, iqlim risklarini majburiy baholash tizimini joriy etish.

2. **Biznes darajasida:** Har bir yirik investitsiya loyihasining "Iqlim stress-testi" (Climate Stress Testing) modelini ishlab chiqish.
3. **Moliyaviy sektor darajasida:** Banklar va mikrokredit tashkilotlari tomonidan "ekologik toza" loyihalarga imtiyozli kredit liniyalarini ajratishni jadallashtirish.

O'zbekiston Respublikasi Prezidentining 2022-yil 2-dekabrda "O'zbekiston Respublikasini 2030-yilga kelib "yashil" iqtisodiyotga o'tishga qaratilgan islohotlar samaradorligini oshirish chora-tadbirlari to'g'risida"gi PQ-436-sonli qarori 2022-2026-yillarga mo'ljallangan Yangi O'zbekistonni rivojlantirish strategiyasida belgilangan vazifalarni amalga oshirish, O'zbekiston Respublikasini "yashil" iqtisodiyotga o'tish strategiyasi doirasida "yashil" va inklyuziv iqtisodiy o'sishni ta'minlash bo'yicha ko'rilayotgan chora-tadbirlar samaradorligini oshirish, qayta tiklanadigan energiya manbalaridan foydalanishni yanada kengaytirish va iqtisodiyotning barcha sohalarida resurslarni tejashga qaratilgan.

Ushbu maqsadga erishish uchun mo'ljallangan O'zbekiston Respublikasida 2030-yilgacha "Yashil" iqtisodiyotga o'tish va "Yashil" o'sishni ta'minlash dasturining ilovasiga muvofiq [6]:

yalpi ichki mahsulot birligiga to'g'ri keladigan issiqxona gazlari chiqindilarini 2010 yildagi darajaga nisbatan 35 foizga kamaytirish;

qayta tiklanadigan energiya manbalarining ishlab chiqarish quvvatini 15 GVt gacha oshirish va ularning elektr energiyasi ishlab chiqarish umumiy hajmidagi ulushini 30 foizdan ortig'iga yetkazish;

sanoat sohasida energiya samaradorligini kamida 20 foizga oshirish;

1-rasm. Sanoat ishlab chiqarishi FHI2-rasm. Sanoat ishlab chiqarish hajmi (yanvar-iyul foizda) trillion so'mda (trillion so'mda).

yalpi ichki mahsulot birligiga to'g'ri keladigan energiya sarfini 30 foizga kamaytirish, shu jumladan qayta tiklanadigan energiya manbalaridan foydalanishni kengaytirish orqali;

Iqtisodiyotning barcha tarmoqlarida suvdan foydalanish samaradorligini sezilarli darajada oshirish, 1 million gektargacha bo'lgan maydonda suvni tejaydigan sug'orish texnologiyasini joriy etish;

Yiliga 200 million ko'chat ekish va ko'chatlarning umumiy sonini 1 milliardga yetkazish orqali shahar yashil maydonlarini 30 foizdan ortiqqa kengaytirish;

respublika o'rmon fondi zaxiralarini 90 million kub metrdan ortiqqa oshirish;

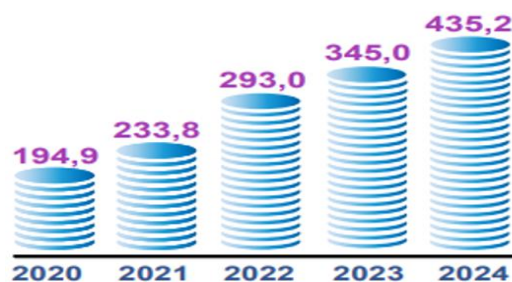
Ishlab chiqarilgan qattiq maishiy chiqindilarni qayta ishlash darajasini 65 foizgacha oshirish.

Agar statistik tahlilga e'tibor qaratsak, 2024-yil yanvar-iyul oylarida respublika korxonalari tomonidan 435,2 trillion so'mlik sanoat mahsulotlari ishlab chiqarilgan va sanoat ishlab chiqarishining fizik hajm indeksi 2023-yil yanvar-iyul oylariga nisbatan 107,1% ni tashkil etgan (1-2-rasmlar).

Sanoat ishlab chiqarishining fizik hajm indeksi - bu taqqoslanadigan davrlarda ishlab chiqarilgan mahsulotlar (ishlar, xizmatlar) hajmining o'zgarishini tavsiflovchi nisbiy ko'rsatkich.



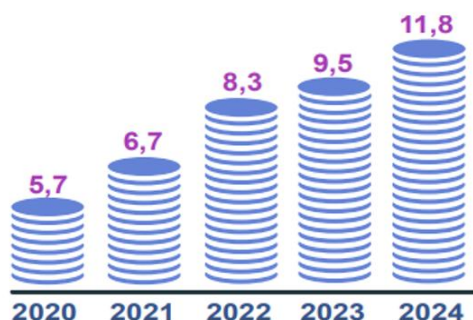
Years



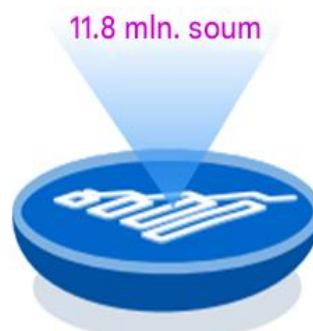
Years

Yirik sanoat korxonalarining joylashuvi tufayli aholi jon boshiga sanoat ishlab chiqarishining taqsimlanishi shuni ko'rsatadiki, u Navoiy viloyatida (69 817,2 ming so'm), Toshkent

shahrida (27 097,5 ming so'm) va Toshkent viloyatida (23 055,0 ming so'm) o'rtacha respublika darajasidan (11 771,3 ming so'm) ancha yuqori (3-4-rasmlar).



Years



Sanoat ishlab chiqarish tarkibidagi eng katta ulush quyidagilarga to'g'ri keldi ishlab chiqarish sanoati 361,6 trillion so'mni tashkil etdi va uning umumiy sanoat ishlab chiqarishidagi ulushi 83,1% ni tashkil etdi.



5-rasm. Sanoat ishlab chiqarish hajmi (yavar-iyul oylari, trillion so'm), Sanoat ishlab chiqarishi FHI (yanvar-Iyul, % da).



6-rasm. Respublikada aholi jon boshiga to'g'ri keladigan sanoat ishlab chiqarish hajmi (million so'mda).

2024-yil yanvar-iyul oylarida respublika bo'yicha umumiy sanoat ishl chiqarish hajmidagi eng yuqori ulush Toshkent shahrida (19,0%), Navoiy viloyatida (17,3%) qayd etildi.

Agar sanoat ishlab chiqarishining asosiy tarmoqlarini hududlar bo'yicha ko'rib chiqsak, eng katta ulushni Toshkent viloyati (16,2%), Andijon viloyati (9,5%), Farg'ona viloyati (5,1%) va Samarqand viloyati (5,1%) tashkil etdi. Shuningdek, o'tgan yilning shu davriga nisbatan yuqori FHI Andijon viloyatida (109,7%), Namangan viloyatida (108,6%), Navoiy viloyatida (108,4%), Farg'ona viloyatida (108,3%) va Toshkent shahrida (108,2%) kuzatilganini ko'rishimiz mumkin.

2023-yilda O'zbekistonda "yashil" iqtisodiyotga o'tishni tezlashtirish bo'yicha amalga oshirilishi rejalashtirilgan dasturlar, loyihalar va chora-tadbirlar bo'yicha quyidagi ishlar amalga oshirilayotganini ko'rishimiz mumkin. Xususan:

O'zbekiston Respublikasi Iqtisodiyot va moliya vazirligi va Birlashgan Millatlar Tashkilotining Taraqqiyot

Dasturi (BMTTD) O'zbekistonda barqaror rivojlanishni moliyalashtirish, barqaror rivojlanish maqsadlari, moliya sohasida yashil iqtisodiyot va yashil obligatsiyalar kabi loyihalar bo'yicha hamkorlik qilishga kelishib oldilar. Ushbu kelishuv doirasida O'zbekiston hukumati 2023-yilda BMTTD bilan iqtisodiy sohalarda barqaror rivojlanishni amalga oshirish, respublikada Barqaror rivojlanish maqsadlarini keng amalga oshirish, O'zbekistonda yashil obligatsiyalarni ishlab chiqish va amalga oshirish, moliya sohasida yashil iqtisodiyotning rolini oshirish va yashil loyihalarni moliyalashtirishga ko'proq e'tibor qaratish maqsadida hamkorlik qiladi;

O'zbekiston Respublikasida qayta tiklanadigan energiya manbalarini joriy etishni yanada qo'llab-quvvatlash maqsadida mamlakatda "yashil" energiya sertifikatlarini tizimini joriy etish bo'yicha ishlar olib borilmoqda.

Mahsulotlar qayta tiklanadigan energiya manbalari va ekologik toza texnologiyalar yordamida ishlab

chiqarilishini tasdiqlovchi va barcha tegishli jarayonlarni kuzatib borish imkonini beruvchi "yashil sertifikatlar" tizimi joriy etilmoqda. Ushbu tizimga ko'ra, qayta tiklanadigan energiya ishlab chiqaruvchilari oxirgi foydalanuvchilarga (mahsulot ishlab chiqaruvchilari, iste'molchilar) "yashil sertifikatlar" ni sotadilar va shu bilan energiya "tozaligi" ni kafolatlaydilar.

Bu oxirgi foydalanuvchilarga o'z mahsulotlarini sotish va eksport qilishni ko'paytirish, xalqaro va xorijiy moliya institutlaridan "yashil" investitsiyalar va "yashil" kreditlarni jalb qilish imkonini beradi. Shuningdek, yashil investitsiyalar samaradorligini oshirish maqsadida Jahon banki va Yevropa tiklanish va taraqqiyot banki bilan hamkorlikda iqtisodiyotni dekarbonizatsiya qilish (LTS) va "yashil" rivojlanish modeliga o'tish bo'yicha uzoq muddatli strategiyani ishlab chiqish loyihasi boshlandi.

Parij kelishuvining 4-moddasiga muvofiq, mamlakatlar 2050-yilga kelib uglerod neytralligiga erishishga qaratilgan o'zlarining uzoq muddatli strategiyalarini ishlab chiqishlari shart. Ushbu strategiya doirasida:

iqlim o'zgarishi haqida xabardorlikni oshirish;

investitsiya siyosati to'g'risidagi hisobotni ishlab chiqish va investitsiyalar bilan bog'liq qonunchilik bazasini takomillashtirish;

O'zbekistonda iqlim o'zgarishi jihatlariga asoslangan davlat investitsiyalarini boshqarish tizimini joriy etish;

yashil strategiya infratuzilmasini qo'llab-quvvatlovchi mahalliy moliya institutlari, bank va IT xizmatlarini qo'llab-quvvatlash;

Atrof-muhitga zarar yetkazmaydigan investitsiyalarni rivojlantirishda xususiy sektor ishtiroki uchun sharoit yaratish.

Respublikamizda qayta tiklanadigan energiya manbalarini joriy etishni yanada qo'llab-quvvatlash maqsadida mamlakatda "yashil" energiya sertifikatlari tizimini joriy etish bo'yicha ishlar olib borilmoqda. Mahsulotlar qayta tiklanadigan energiya manbalari va ekologik toza texnologiyalar yordamida ishlab chiqarilishini tasdiqlovchi va barcha tegishli jarayonlarni kuzatib borish imkonini beruvchi "yashil sertifikatlar" tizimi joriy etilmoqda. Ushbu tizimga ko'ra, qayta tiklanadigan energiya ishlab chiqaruvchilari "yashil sertifikatlar"ni oxirgi foydalanuvchilarga (mahsulot ishlab chiqaruvchilari, iste'molchilar) sotadilar va shu bilan energiya "tozaligi"ni kafolatlaydilar.

Bu oxirgi foydalanuvchilarga o'z mahsulotlarini sotish va eksport qilishni ko'paytirish, xalqaro va xorijiy moliya institutlaridan "yashil" investitsiyalar va "yashil" kreditlarni jalb qilish imkonini beradi.

Xulosa va takliflar.

Yuqoridagilarga asoslanib, yashil iqtisodiyot mamlakatlar o'rtasidagi ijtimoiy tengsizlikni kamaytirish va dunyoda qashshoqlikni yo'q qilishga katta hissa qo'shadi

degan xulosaga kelishimiz mumkin. Xuddi shunday, bozorni liberallashtirish g'oyalaridan voz kechish va Shimol va Janub o'rtasida savdo aloqalarini teng sharoitlarda rivojlantirish yo'llarini topish kerak. Shuni ham ta'kidlash kerakki, yashil iqtisodiyotni joriy etish tabiiy resurslardan mas'uliyatli foydalanishni ta'minlaydigan ekologik barqaror strategiyalarni qabul qilish imkonini beruvchi texnologik o'zgarishlarga olib kelishi mumkin.

Biroq, yashil iqtisodiyot tomonidan taklif qilingan maqsadlarga erishish uchun taklif qilingan alternatalar rivojlangan va rivojlanayotgan mamlakatlar tomonidan iqtisodiy resurslarni zarur taqsimlash, atrof-muhitni muhofaza qilish bo'yicha qat'iy qoidalar, subsidiyalar yaratish, ekologik toza faoliyat va hududiy rejalashtirish

jarayonlarini optimallashtirish orqali qabul qilinishi kerak.

Xuddi shunday, barqaror rivojlanishning asosiy shartlarini e'tiborsiz qoldirmasdan, mamlakatlarga bir xil darajada kelishib olishga imkon beradigan yangi iqtisodiy asos yaratish zarur. iqlim omillarini investitsiya qarorlari qabul qilish jarayoniga muvaffaqiyatli integratsiya qilgan davlatlar va kompaniyalargina kelajakda raqobatbardosh bo'lib qoladilar.

Yashil iqtisodiyot barqarorlik parametrlari doirasida iqtisodiy rivojlanishga erishishga, ya'ni qashshoqlikni yo'q qilishga va zaif ijtimoiy tarmoqlarni o'z maqsadlariga integratsiya qilishga, shu bilan birga sog'lom muhitni saqlashga va resurslardan oqilona foydalanishga intiladi.

Foydalanilgan adabiyotlar ro'yxati

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kafedrası katta oqituvchisi***MICE TURISTIK ERKIN ZONASI (TEZ-MICE) KONTSEPTSIYASINI
RIVOJLANTIRISH VA TRANZIT SAYYOHLARNI BIZNES ISTE'MOLCHIGA
AYLANTIRISH MEXANIZMI**

Annotatsiya. Maqolada tranzit yo'lovchilar oqimini ishbilarmonlik tadbirlari turizmi (MICE) iste'moliga aylantirishning institutsional mexanizmi asoslangan. Turizm sohasida ilgari surilgan tranzit-konversiya g'oyasi ishbilarmonlik segmentiga moslashtirilib, aeroport tuguniga tutash hududda maxsus huquqiy rejim, kongress-infratuzilma, qisqa formatli stopover-mahsulotlar va yagona raqamli platformani birlashtiruvchi MICE turistik erkin zonasi (TEZ-MICE) kontsepsiyasi taklif etilgan. Konversiya jarayoni to'rt bosqichli voronka ko'rinishida modellashtirilgan: tranzit yo'lovchi – stopover-ishtirokchi – qaytuvchi delegat – tadbir buyurtmachisi. Xalqaro aviatugunlarning stopover-dasturlari qiyosiy tahlil qilinib, ularning MICE yo'nalishidagi bo'shlig'i aniqlangan. Parametrik hisob-kitob har 100 ming tranzit yo'lovchiga nisbatan konversiyaning ehtiyotkor, bazaviy va faol ssenariylarida kutilishi mumkin bo'lgan qo'shimcha tushumlarni baholaydi. Kontsepsiyani joriy etishning huquqiy, infratuzilmaviy va tashkiliy shartlari hamda bosqichli tartibi asoslab berilgan.

Kalit so'zlar: MICE turizmi; tranzit yo'lovchilar; stopover-dastur; turistik erkin zona; maxsus iqtisodiy zona; konversiya voronkasi; aviatugun; ATA-karnet; ishbilarmonlik tadbirlari; O'zbekiston.

Abstract. The article substantiates an institutional mechanism for converting transit passenger flows into business events (MICE) consumption. The transit-conversion idea previously advanced in tourism research is adapted to the business segment: a MICE free tourist zone (FTZ-MICE) concept is proposed, combining a special legal regime in the airport-adjacent area, congress infrastructure, short-format stopover products, and a unified digital platform. The conversion process is modeled as a four-stage funnel: transit passenger – stopover participant – returning delegate – event client. Stopover programs of international air hubs are comparatively analyzed, and their MICE gap is identified. A parametric calculation estimates additional revenues per 100 thousand transit passengers under cautious, baseline, and active conversion scenarios. Legal, infrastructural, and organizational conditions for implementing the concept, as well as a phased procedure, are substantiated.

Keywords: MICE tourism; transit passengers; stopover program; free tourist zone; special economic zone; conversion funnel; air hub; ATA carnet; business events; Uzbekistan.

Kirish

Har kuni yirik aviaturugunlar orqali millionlab yo'lovchilar bir reysdan ikkinchisiga o'tadi – va ularning mutlaq ko'pchiligi tranzit mamlakat iqtisodiyotiga deyarli hech narsa qoldirmaydi. Ayni shu «uchib o'tuvchi» oqimni daromad manbaiga aylantirish g'oyasi so'nggi o'n yillikda yetakchi aviaturugunlarning strategik kun tartibiga kirdi: Singapur, Dubay, Istanbul va Doha o'z stopover-dasturlari orqali tranzit to'xtashni qisqa turistik tashrifga aylantirishni o'rgandi. O'zbekiston geografik joylashuvi – Yevropa, Janubiy va Sharqiy Osiyo yo'nalishlari kesishmasidagi mavqei – shu turdagi strategiya uchun tabiiy asos yaratadi: mamlakat 2025-yilda 11,7 million xorijiy sayyohni qabul qildi, turizm eksporti 4,8 milliard AQSh dollariga yetdi, vizasiz tartib 94 davlat fuqarolariga tatbiq etilgan [12; 13].

Milliy adabiyotda tranzit oqimning turistik salohiyati allaqachon e'tirof etilgan: A. Baxromov tranzit yo'lovchini turistik xizmatlar eksporti iste'molchisiga aylantirishga qaratilgan konversiya yondashuvini ilgari surib, tranzit uchun yengillashtirilgan rejimli «turistik erkin zona» elementlarini taklif etgan [3]. Biroq mazkur yondashuv umumiy turistik iste'mol – ekskursiya, savdo, mehmondo'stlik xizmatlari – mantig'ida ishlab chiqilgan bo'lib, ishbilarmonlik tadbirlari segmentining o'ziga xos talab tuzilmasi – vaqt taqchilligi keskin, xarajat darajasi yuqori, qaror mexanizmi korporativ bo'lgan biznes-yo'lovchi xatti-harakati – alohida tadqiq

etilmagan. Ayni paytda aynan biznes-yo'lovchi tranzit oqimning eng «konversiyabop» qismi hisoblanadi: uning uchun qisqa to'xtash tasodifiy holat emas, ish safarining odatiy elementi, destinatsiya bilan tanishuv esa kelgusi tadbir joyini tanlashda bevosita rol o'ynaydi.

Davlat siyosati bunday mexanizm uchun huquqiy zamin yaratib bo'ldi. O'zbekiston Respublikasining 2020-yil 17-fevraldagi O'RQ-604-son «Maxsus iqtisodiy zonalar to'g'risida»gi Qonuni imtiyozli rejimli hududlarni tashkil etishning umumiy asoslarini belgilaydi [11]; O'zbekiston Respublikasi Prezidentining 2024-yil 18-iyuldagi PF-102-son «O'zbekiston Respublikasida turizm infratuzilmasini yaxshilash va xorijiy turistlar oqimini yanada oshirishga qaratilgan qo'shimcha chora-tadbirlar to'g'risida»gi farmoni turizm obyektlari uchun rag'batlantirish vositalarini kengaytirgan [14]; Prezidentning 2025-yil 11-noyabrdagi PQ-348-son «O'zbekiston Respublikasi Turizm qo'mitasi faoliyatini tashkil etish va turizm sohasini jadal rivojlantirish chora-tadbirlari to'g'risida»gi qarori esa to'lov qobiliyati yuqori turistlar oqimini ko'paytirishni strategik vazifa etib qo'ygan [13]. Mazkur maqolaning maqsadi – tranzit-konversiya yondashuvini MICE segmentiga moslashtirib, aeroport tuguniga bog'langan MICE turistik erkin zonasi (TEZ-MICE) kontseptsiyasini va tranzit yo'lovchini bosqichma-bosqich tadbir buyurtmachisiga aylantiruvchi mexanizmni ilmiy asoslashdan iborat.

Adabiyotlar tahlili

Tadqiqotning nazariy negizini uch adabiyot oqimi tashkil etadi. Birinchi oqim – tadbirlar turizmi iqtisodiyoti: D. Getz va S.J. Page tadbirlar turizmini mustaqil bilimlar sohasi sifatida tizimlashtirgan [7], L. Dwyer va P. Forsyth MICE ta'sirini baholashning kontseptual chegaralarini belgilagan [6], M.J. Lee va K.J. Back esa konvension bozorning iqtisodiy qiymat omillarini umumlashtirgan [9]. Ikkinchi oqim – destinatsiya tanlovi va raqobatbardoshligi: G.I. Crouch va J.R.B. Ritchie farovonlik resurslarning mavjudligidan emas, ularni samarali joylashtirishdan kelib chiqishini asoslagan [4], L. Dwyer va C. Kim raqobatbardoshlikning integratsiyalashgan modelini taklif etgan [5], J. Mair va K. Thompson assotsiatsiya delegatlarining ishtirok qarori ko'p bosqichli jarayon ekanini ko'rsatgan [10] – bu kuzatuv konversiya voronkasi g'oyasi uchun bevosita nazariy tayanchdir. Uchinchi oqim – barqarorlik va yangi formatlar: J. Mair va A. Smith tadbirlarning barqarorlik mezonlari destinatsiya tanloviga ta'sir etuvchi omilga aylanganini qayd etadi [8], bibliometrik tahlillar esa MICE tadqiqotlarida raqamlashuv va gibril formatlar ulushining o'sishini tasdiqlaydi [1].

Milliy adabiyotda turizm eksporti va uning institutsional omillari keng o'rganilgan; tranzit oqimga turistik resurs sifatida qarash esa A. Baxromov tadqiqotlarida ilgari surilib, transportlogistika integratsiyasi asosida tranzit yo'lovchiga salohiyatli turist sifatida

yondashish taklif etilgan [2; 3]. Mazkur maqola ushbu yondashuvni rad etmaydi, aksincha, uni ixtisoslashtiradi: umumiy turistik konversiya o'rniga biznes-iste'mol konversiyasi qo'yiladi. Bunday ixtisoslashuv uch jihatdan yangi: birinchidan, maqsadli auditoriya – dam oluvchi emas, biznes-yo'lovchi; ikkinchidan, mahsulot – ekskursiya emas, qisqa formatli ishbilarmonlik tajribasi; uchinchidan, kutilayotgan natija – bir martalik xarajat emas, kelgusi tadbirlar zanjiri. Xalqaro stopover-dasturlar tahlili ham xuddi shu bo'shliqni tasdiqlaydi: mavjud dasturlar shahar ekskursiyalari va mehmonxona paketlariga qaratilgan bo'lib, ularning birortasi tranzit oqimni tizimli ravishda MICE mahsulotiga yo'naltirmaydi.

Tadqiqot metodologiyasi

Tadqiqot uch usulni birlashtiradi. Birinchisi – qiyosiy institutsional tahlil: yetakchi aviatugunlarning stopover-amaliyoti yagona mezonlar (mahsulot formati, huquqiy rejim, maqsadli auditoriya, MICE yo'nalishi mavjudligi) bo'yicha solishtiriladi. Ikkinchisi – kontseptual loyihalash: konversiya jarayoni marketingdagi voronka mantig'iga tayangan holda to'rt bosqichli model ko'rinishida quriladi va har bir bosqich uchun konversiya vositalari belgilanadi. Uchinchisi – parametrik ssenariy hisobi: rasmiy tranzit statistikasi ochiq manbalarda segment kesimida e'lon qilinmagani bois, hisob mutlaq oqim prognoziga emas, shartli birlikka – har 100 ming tranzit yo'lovchiga – nisbatan yuritiladi; konversiya ulushi va o'rtacha xarajat parametrlari

xalqaro stopover-amaliyot diapazonlaridan ehtiyotkor tamoyilda olinadi va muallif prognozi sifatida belgilanadi. Bunday yondashuv natijalarning tekshiriluvchanligini ta'minlaydi: real oqim ma'lumotlari paydo bo'lganda model qayta kalibrlanadi.

Tahlil va natijalar

Xalqaro stopover-amaliyatning qiyosiy manzarasi. Yetakchi aviaturugunlar tajribasi tranzit oqimni daromadga aylantirishning ishlaydigan andozalarini beradi (1-jadval). Umumiy xulosa ikki qismdan iborat: bir tomondan, stopover-dasturlar tranzit

yo'lovchining bo'sh vaqtini turistik iste'molga aylantirish texnologiyasini isbotladi; ikkinchi tomondan, ushbu texnologiya hamon dam olish mahsulotiga qaratilgan bo'lib, biznes-yo'lovchining professional ehtiyojlari – tezkor B2B aloqalar, destinatsiyani tadbir maydoni sifatida ko'rish, korporativ dastur elementlari – taklif tarkibiga kiritilmagan. Aynan shu bo'shliq keyinroq kiruvchi tugunlar uchun ixtisoslashuv imkoniyatini ochadi: umumiy stopover bozorida Singapur yoki Dubay bilan raqobatlashish mushkul, MICE-stopover bo'shlig'ida esa birinchi bo'lish mumkin.

1-jadval

Xalqaro aviaturugunlar stopover-dasturlarining qiyosiy tavsifi

Tugun	Mahsulot formati	Maqsadli auditoriya	MICE yo'nalishi
Singapur (Changi)	Bepul shahar ekskursiyalari, tranzit zonadagi xizmatlar	Barcha tranzit yo'lovchilar	Alohida ajratilmagan
Dubay	Tranzit mehmonxona paketlari, qisqa viza tartib-taomillari	Uzoq masofali reyslar yo'lovchilari	Alohida ajratilmagan
Istanbul	Aviatashuvchi hisobidan shahar dasturi va mehmonxona	Belgilangan kutish oralig'idagi yo'lovchilar	Alohida ajratilmagan
Doha	Tranzit viza va shahar turlari paketi	Barcha tranzit yo'lovchilar	Alohida ajratilmagan

Manba: muallif ishlanmasi (aviaturugunlarning ochiq e'lon qilingan dasturlari tahlili asosida; formatlar umumlashtirilgan).

TEZ-MICE kontseptsiyasining tarkibiy tuzilmasi. Taklif etilayotgan

MICE turistik erkin zonasi aeroport tuguniga tutash hududda to'rt qatlamni birlashtiradi (2-jadval). Huquqiy qatlam maxsus iqtisodiy zonalar to'g'risidagi qonunchilik doirasida tadbirlar faoliyatiga moslashtirilgan rejimni nazarda

tutadi: ko'rgazma yuklari uchun vaqtinchalik olib kirishning soddalashtirilgan tartib-taomillari (ATA-karnet mexanizmidan foydalanish imkoniyatlari bilan), tadbir xizmatlari uchun soliq rag'batlari hamda qulaylashtirilgan tranzit tartiblarining tadbir ishtirokchilariga tatbiq etilishi. Infratuzilma qatlami aeroport-ekspress aloqasi, tranzit

mehmonxonalar va modulli kongress-hubni qamrab oladi. Mahsulot qatlami 6 soatdan 48 soatgacha formatlarni o'z ichiga oladi: ekspress B2B uchrashuvlar, sayt-inspeksiya dasturlari, mini-forumlar va incentive-elementlar. Raqamli qatlam esa parvozgacha bron qilish platformasi orqali konversiyani «kirish eshigi» vazifasini bajaradi.

2-jadval
TEZ-MICE kontsepsiyasining tarkibiy qatlamlari va funksiyalari

Qatlam	Tarkibi	Funksiyasi
Huquqiy rejim	Maxsus iqtisodiy zona maqomi; ko'rgazma yuklari uchun soddalashtirilgan tartib; tranzit yengilliklari	Tranzaksiya xarajatlarini kamaytirish, tadbir tashkilotchilari uchun jozibadorlik
Infratuzilma	Aeroport-ekspress; tranzit mehmonxonalar; modulli kongress-hub	Qisqa to'xtashda vaqt yo'qotishsiz tadbir tajribasi
Mahsulot	6–48 soatlik stopover-MICE paketlari: B2B uchrashuvlar, sayt-inspeksiya, mini-forumlar	Tranzit vaqtni professional qiymatga aylantirish
Raqamli platforma	Parvozgacha bron; tadbirlar kalendari; ishtirokchi profili	Konversiyani kirish nuqtasi va ma'lumotlar bazasi

Manba: muallif ishlanmasi.

Konversiya voronkasi mexanizmi. Kontsepsiyani harakatlantiruvchi mexanizmi to'rt bosqichli konversiya voronkasidir (1-rasm). Birinchi bosqichda tranzit yo'lovchi parvozgacha bron platformasi va qulaylashtirilgan tartiblar orqali stopover-ishtirokchiga aylanadi. Ikkinchi bosqichda sifatli qisqa tajriba – B2B uchrashuv, kongress-hub bilan tanishuv, destinatsiya taassuroti – uni to'laonli tadbirga qaytuvchi delegatga aylantiradi.

Uchinchi bosqichda bidding taklifi, subvensiya vositalari va tadbir elchilari dasturi delegatni o'z tashkiloti tadbirini O'zbekistonga olib keluvchi buyurtmachiga aylantiradi. Voronkaning har bir o'tishi o'lchanadigan ko'rsatkich bilan ta'minlanadi – bron ulushi, qayta tashrif ulushi, jalb etilgan tadbirlar soni – bu esa mexanizm samaradorligini boshqarish imkonini beradi. Muhimi, voronka an'anaviy stopover mantig'idan sifat jihatidan farq qiladi: u

bir martalik xarajatni emas, tadbirlar
zanjirini yakuniy natija deb biladi.

Konversiya vositasi: qulaylashtirilgan tranzit tartibi + oldindan bron platformasi



TEZ-MICE rejimi: maxsus iqtisodiy zona maqomi • ATA-karnet tartib-taomillari • kongress-hub infratuzilmasi • yagona raqamli platforma

1-rasm. Tranzit yo'lovchini tadbir buyurtmachisiga aylantirish voronkasi.

Manba: muallif ishlanmasi.

Parametrik ssenariy hisobi.

Mexanizmning iqtisodiy ko'lamini baholash uchun shartli birlikka nisbatan parametrik hisob bajarildi (3-jadval). Har 100 ming tranzit yo'lovchiga nisbatan uch ssenariy ko'rildi: ehtiyotkor ssenariyda stopover-konversiya 3 foiz, o'rtacha xarajat 250 AQSh dollari; bazaviy ssenariyda mos ravishda 5 foiz va 300 AQSh dollari; faol ssenariyda 8 foiz va 350 AQSh dollari. Natijada bevosita stopover-tushum

0,75 milliondan 2,8 million AQSh dollarigacha oraliqda baholanadi; ikkinchi darajali samara – qaytuvchi delegatlar va jalb etilgan tadbirlar – hisobga olinsa, yalpi ta'sir sezilarli yuqori bo'ladi. Ta'kidlash joizki, barcha qiymatlar muallif prognozi bo'lib, illyustrativ xarakterga ega: modelning qiymati aniq raqamda emas, real oqim ma'lumotlari paydo bo'lganda darhol kalibrlash mumkin bo'lgan hisob konstruksiyasidadir.

3-jadval

Har 100 ming tranzit yo'lovchiga nisbatan konversiya ssenariylari (muallif prognozi)

Ko'rsatkich	Ehtiyotkor	Bazaviy	Faol
Stopover-konversiya ulushi, %	3	5	8
Stopover-ishtirokchilar, ming kishi	3,0	5,0	8,0

Ko'rsatkich	Ehtiyotkor	Bazaviy	Faol
O'rtacha xarajat, AQSh dollari	250	300	350
Bevosita tushum, mln AQSh dollari	0,75	1,50	2,80
Qaytuvchi delegatlar (10–15%), ming kishi	0,3	0,6	1,2

Manba: muallif hisob-kitobi (parametrlar xalqaro stopover-amaliyot diapazonlari asosida; barcha qiymatlar – prognoz).

Joriy etish shartlari.

Kontseptsianing hayotiyliги uch shartga bog'liq. Huquqiy shart – TEZ-MICE rejimini maxsus iqtisodiy zonalar qonunchiligi doirasida tadbirlar faoliyatiga moslashtiruvchi normativ hujjatning qabul qilinishi; bunda mavjud qonun [11] zarur asosni beradi, ixtisoslashgan norma esa uni tadbirlar sanoatiga «tarjima qiladi». Tashkiliy shart – zonani boshqaruvchi operatorning milliy konvension byuro bilan funksional bog'lanishi: voronkaning uchinchi o'tishi (delegatdan buyurtmachiga) aynan byuroning bidding vositalari orqali amalga oshadi. Infratuzilmaviy shart – bosqichlilik: birinchi bosqichda mavjud aeroport va mehmonxona sig'implari negizida pilot stopover-MICE paketlari sinovdan o'tkaziladi, modulli kongress-hub esa talab tasdiqlangach quriladi. Bunday ketma-ketlik kapital xarajat xatarini minimallashtiradi va kontseptsyani «avval bozor – keyin beton» tamoyiliga bo'ysundiradi.

Xulosa va takliflar

Tadqiqot tranzit-konversiya yondashuvini ishbilarmonlik tadbirlari segmentiga moslashtirib, uch yangi natijaga erishdi. Birinchidan, aeroport tuguniga bog'langan TEZ-MICE kontseptsiyasi to'rt qatlamli yaxlit tuzilma – huquqiy rejim, infratuzilma, mahsulot va raqamli platforma birligi – sifatida asoslandi. Ikkinchidan, tranzit yo'lovchini bosqichma-bosqich tadbir buyurtmachisiga olib boruvchi to'rt bosqichli konversiya voronkasi ishlab chiqilib, har bir o'tish uchun vositalar va o'lchov ko'rsatkichlari belgilandi. Uchinchidan, parametrik ssenariy hisobi mexanizmning iqtisodiy ko'lamini shaffof va qayta kalibrlanadigan shaklda baholash imkonini berdi. Amaliy takliflar: Turizm qo'mitasiga aviatashuvchilar bilan hamkorlikda pilot stopover-MICE dasturini ishga tushirish; vakolatli idoralarga TEZ-MICE rejimining normativ loyihasini tayyorlash; kelgusida tashkil etiladigan milliy konvension byuroga voronkaning yakuniy bosqichini bidding vositalari bilan ta'minlash tavsiya etiladi. Keyingi tadqiqot yo'nalishi – tranzit oqimning segment kesimidagi empirik o'lchovi va

pilot dastur natijalari asosida kon-versiya parametrlarining kalibrlanishi.

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O'ZBEKISTONDA FAOL TURIZM YO'NALISHLARINI RIVOJLANTIRISH- NING INTEGRAL MODEL

Annotatsiya: Maqolada O'zbekistonda faol turizm yo'nalishlarini rivojlantirishning integral modeli ishlab chiqilgan va uning nazariy hamda amaliy asoslari yoritilgan. Faol turizmni rivojlantirishga ta'sir etuvchi tabiiy-geografik, iqtisodiy, infratuzilmaviy, institutsional, ekologik va marketing omillari tizimli tahlil qilinib, ularning o'zaro integratsiyasi asosida hududlarning turistik salohiyatidan samarali foydalanish mexanizmlari taklif etilgan. Tadqiqotda faol turizmni boshqarish tizimini takomillashtirish, hududiy turizmni barqaror rivojlantirish va mamlakatning xalqaro turizm bozoridagi raqobatbardoshligini oshirishga oid ilmiy-amaliy tavsiyalar ishlab chiqilgan.

Kalit so'zlar: faol turizm, integral model, turistik yo'nalishlar, barqaror turizm, turizm infratuzilmasi, turistik salohiyat, turizmni boshqarish, turistik mahsulot.

ИНТЕГРАЛЬНАЯ МОДЕЛЬ РАЗВИТИЯ НАПРАВЛЕНИЙ АКТИВНОГО ТУРИЗМА В УЗБЕКИСТАНЕ

Аннотация: В статье разработана интегральная модель развития направлений активного туризма в Узбекистане и раскрыты её теоретические и практические основы. Проведен системный анализ природно-географических, экономических, инфраструктурных, институциональных, экологических и маркетинговых факторов, влияющих на развитие активного туризма. На основе их интеграции предложены механизмы эффективного использования туристского потенциала регионов. В ходе исследования разработаны научно-практические рекомендации, направленные на совершенствование системы управления активным туризмом, обеспечение устойчивого развития регионального туризма и повышение конкурентоспособности страны на международном туристском рынке.

Ключевые слова: активный туризм, интегральная модель, туристские направления, устойчивый туризм, туристская инфраструктура, туристский потенциал, управление туризмом, туристский продукт.

AN INTEGRATED MODEL FOR DEVELOPING ACTIVE TOURISM DESTI- NATIONS IN UZBEKISTAN

Abstract: This article develops an integrated model for the development of active tourism destinations in Uzbekistan and presents its theoretical and practical

foundations. A systematic analysis is conducted of the natural-geographical, economic, infrastructural, institutional, environmental, and marketing factors influencing the development of active tourism. Based on the integration of these factors, mechanisms for the effective utilization of regional tourism potential are proposed. The study also provides scientific and practical recommendations for improving the active tourism management system, ensuring the sustainable development of regional tourism, and enhancing the country's competitiveness in the international tourism market.

Keywords: active tourism, integrated model, tourism destinations, sustainable tourism, tourism infrastructure, tourism potential, tourism management, tourism product.

Kirish. Jahon miqyosida turizm sohasi iqtisodiyotning eng jadal rivojlantayotgan tarmoqlaridan biri sifatida destinatsiyalarning yalpi ichki mahsuloti, bandlik darajasi, investitsion jozibadorligi hamda eksport salohiyatini oshirishda muhim strategik ahamiyat kasb etmoqda. So'nggi yillarda turistlarning sayohat motivlari va iste'mol xulq-atvorida kuzatilayotgan o'zgarishlar natijasida tabiat qo'ynida dam olish, jismoniy faollikni talab etuvchi, ekologik jihatdan mas'uliyatli hamda autentik tajribalarni taqdim etuvchi faol turizm yo'nalishlariga bo'lgan talab izchil ortib bormoqda. Ushbu tendensiya faol turizmni turizm industriyasining yuqori qo'shilgan qiymat yaratadigan va hududlarning barqaror rivojlanishini ta'minlaydigan istiqbolli yo'nalishlaridan biriga aylantirmoqda. O'zbekiston tabiiy-landshaft resurslari, tog' tizmalari, cho'l va o'rmon hududlari, daryo va ko'llari, qo'riqlanadigan tabiiy hududlari hamda boy tarixiy-madaniy merosi bilan faol turizmning trekking, hiking, alpinizm, qoyaga chiqish, speleoturizm, rafting, veloturizm, ot sporti, safari va boshqa

yo'nalishlarini rivojlantirish uchun katta salohiyatga ega. Mamlakatda turizmni rivojlantirishga qaratilgan islohotlar, transport va turizm infratuzilmasini modernizatsiya qilish, vizani liberallashtirish, raqamli xizmatlarni joriy etish hamda xususiy sektorni qo'llab-quvvatlash bo'yicha amalga oshirilayotgan chora-tadbirlar faol turizmni rivojlantirish uchun qulay institutsional muhitni shakllantirmoqda [1,2].

Shu bilan birga, mavjud salohiyatdan to'liq va samarali foydalanishga to'sqinlik qilayotgan qator tizimli muammolar ham mavjud. Xususan, faol turizm yo'nalishlari yagona konseptual yondashuv asosida rivojlantirilmaganligi, turistik marshrutlarning ilmiy asoslangan tasnifi va integratsiyasi yetarli darajada shakllanmaganligi, hududlar kesimida infratuzilma va servis sifati o'rtasida sezilarli tafovutlar mavjudligi, xavfsizlik standartlari va risklarni boshqarish mexanizmlarining to'liq yo'lga qo'yilmaganligi, malakali gid-instruktorlar va mutaxassislar yetishmasligi, marketing va raqamli platformalardan foydalanish samaradorligining pastligi faol

turizmning raqobatbardoshligini cheklayotgan asosiy omillar hisoblanadi. Natijada, faol turizm mahsulotlarini diversifikatsiya qilish, turistik oqimlarni hududlar bo'yicha muvozanatli taqsimlash hamda turizm eksporti hajmini oshirish imkoniyatlaridan to'liq foydalanilmayapti.

Mazkur muammolarni bartaraf etish faol turizmni alohida elementlar asosida emas, balki tabiiy resurslar, infratuzilma, transport, xizmatlar, xavfsizlik, ekologik barqarorlik, raqamli texnologiyalar, marketing va institutsional boshqaruvning o'zaro integratsiyasiga asoslangan yaxlit tizim sifatida rivojlantirishni taqozo etadi. Shu nuqtai nazardan, faol turizmni rivojlantirishning integral modelini ishlab chiqish hududlarning turistik salohiyatidan kompleks foydalanish, manfaatdor tomonlar hamkorligini kuchaytirish, investitsion jozibadorlikni oshirish va turizm xizmatlari sifatini yaxshilashning muhim ilmiy-amaliy vositasi hisoblanadi.

O'zbekiston Respublikasida faol turizmni rivojlantirish jarayonlarini qamrab olib, unda faol turizm yo'nalishlarining resurs salohiyati, infratuzilmaviy ta'minoti, institutsional boshqaruvi, ekologik barqarorligi, marketing faoliyati va hududiy rivojlanish omillari o'rtasidagi o'zaro bog'liqliklar tahlil qilinadi. Tadqiqot doirasida faol turizmni rivojlantirishga ta'sir etuvchi asosiy omillar tizimlashtirilib, ularning integratsiyasi asosida hududlar uchun qo'llash mumkin bo'lgan integral model taklif etiladi. O'zbekistonda faol turizm

yo'nalishlarini rivojlantirishning integral modelini ishlab chiqish hamda uning asosida faol turizmni boshqarish tizimini takomillashtirish, hududlarning turistik salohiyatidan samarali foydalanish, turistik mahsulotlarni diversifikatsiya qilish, xizmatlar sifatini oshirish va mamlakatning xalqaro turizm bozorida raqobatbardoshligini kuchaytirishga qaratilgan ilmiy-amaliy tavsiyalarni ishlab chiqishdan iborat. Shunday qilib, tadqiqotning ilmiy yangiligi faol turizmni rivojlantirishga ta'sir etuvchi iqtisodiy, tabiiy-geografik, infratuzilmaviy, institutsional, ekologik va marketing omillarini yagona integral model doirasida tizimlashtirish hamda ularning o'zaro uyg'unligini ta'minlovchi konseptual yondashuvni ishlab chiqish bilan tavsiflanadi. Mazkur yondashuv faol turizmni boshqarish samaradorligini oshirish, hududlarning turistik salohiyatidan oqilona foydalanish va xalqaro turizm bozorida raqobatbardoshligini mustahkamlashga xizmat qiladi.

Adabiyotlar sharhi. Faol turizm (*Active Tourism*) zamonaviy turizm industriyasining jadal rivojlanayotgan yo'nalishlaridan biri bo'lib, turistlarning jismoniy faolligi, tabiiy muhit bilan bevosita o'zaro aloqasi, rekreatsion ehtiyojlarini qondirish hamda mahalliy iqtisodiyotning barqaror rivojlanishiga xizmat qiluvchi kompleks faoliyat sifatida e'tirof etiladi. So'nggi yillarda ekologik muammolar, sog'lom turmush tarziga bo'lgan qiziqishning ortishi, turistlarning individual tajriba va autentik marshrutlarga bo'lgan talabi faol

turizmni dunyo turizm bozorining istiqbolli segmentiga aylantirdi. UN Tourism ma'lumotlariga ko'ra, faol va tabiatga asoslangan turizm yo'nalishlari xalqaro turizmning eng tez sur'atlarda rivojlantayotgan segmentlaridan biri bo'lib, ushbu yo'nalishlar hududlarning iqtisodiy rivojlanishi, yangi ish o'rinlari yaratish, xizmatlar eksportini kengaytirish hamda ekologik barqarorlikni ta'minlashda muhim omil hisoblanadi. Ilmiy adabiyotlarda faol turizm tushunchasi turli yondashuvlar asosida talqin qilingan. Faol turizmning nazariy asoslarini shakllantirishga salmoqli hissa qo'shgan olimlardan biri Buckley (2016) bo'lib, u faol turizmni turistlarning jismoniy faolligi, tabiiy resurslardan foydalanish va xavfsizlikni boshqarish tizimiga asoslangan turizm turi sifatida tavsiflaydi [3]. Olimning fikriga ko'ra, faol turizmning iqtisodiy samaradorligi tabiiy resurslarning sifati, infratuzilmaning rivojlanganligi, xizmat ko'rsatish darajasi va boshqaruv mexanizmlarining uyg'unligiga bog'liq. Buckley shuningdek, faol turizmni rivojlantirishda ekologik cheklovlar va xavfsizlik standartlariga qat'iy rioya etish uzoq muddatli barqaror rivojlanishning asosiy sharti ekanligini ta'kidlaydi.

Swarbrooke, Beard, Leckie va Pomfret (2023) faol turizmni turistlarning tavakkalchilikni qabul qilish darajasi, jismoniy tayyorgarligi va yangi taassurotlarga intilishi bilan bog'liq bo'lgan maxsus turizm segmenti sifatida baholaydilar. Ularning tadqiqotlarida faol turizm mahsulotlarini shakllantirishda marshrutlarning

murakkabligi, xizmat sifati, xavfsizlik, instruktorlar malakasi va marketing strategiyalarining o'zaro bog'liqligi ilmiy asoslangan [4]. Mazkur yondashuv faol turizmning muvaffaqiyati faqat tabiiy resurslar mavjudligi bilan emas, balki xizmatlarni kompleks tashkil etish darajasi bilan belgilanishini ko'rsatadi. Weaver (2016) faol turizmni barqaror turizm konsepsiyasining tarkibiy qismi sifatida baholab, ushbu yo'nalishni rivojlantirishda ekologik muvozanatni saqlash, biologik xilma-xillikni muhofaza qilish va mahalliy aholi manfaatlarini hisobga olish muhimligini asoslab beradi. Uning fikricha, faol turizm faqat iqtisodiy daromad manbai emas, balki tabiiy hududlarni asrash va ulardan oqilona foydalanish vositasi ham hisoblanadi. Shu sababli faol turizmni rejalashtirishda ekologik yuklama, tashrif buyuruvchilar sig'imi va resurslardan foydalanish chegaralari ilmiy asosda belgilanishi lozim. Turizm destinatsiyalarining raqobatbardoshligini baholash bo'yicha Crouch va Ritchie (2019) tomonidan ishlab chiqilgan konseptual model bugungi kunda ham ilmiy tadqiqotlarda keng qo'llanilmoqda. Mazkur modelga ko'ra, destinatsiyaning raqobatbardoshligi tabiiy resurslar, yaratilgan resurslar, boshqaruv tizimi, marketing, davlat siyosati va qo'llab-quvvatlovchi omillar integratsiyasi orqali shakllanadi. Mualliflar turizmni alohida elementlar yig'indisi emas, balki o'zaro bog'liq tizim sifatida ko'rib chiqishni taklif etadilar. Ushbu yondashuv faol turizmni rivojlantirishning integral modelini

ishlab chiqish uchun muhim nazariy asos bo'lib xizmat qiladi. Dwyer va Kim (2023) tomonidan taklif etilgan destinatsiyalar raqobatbardoshligi modeli esa turizm rivojlanishiga ta'sir etuvchi resurslar, infratuzilma, boshqaruv, innovatsiyalar va talab omillarining o'zaro ta'sirini kompleks baholash imkonini beradi. Mualliflar turizmni rivojlantirishda tabiiy resurslarning o'zi yetarli emasligini, ulardan samarali foydalanish uchun transport tizimi, xizmatlar sifati, marketing va davlat boshqaruvi bir-biri bilan uzviy bog'liq bo'lishi zarurligini ta'kidlaydilar. Mazkur ilmiy qarashlar O'zbekiston sharoitida faol turizm yo'nalishlarini rivojlantirish uchun ham dolzarb hisoblanadi [5]. Faol turizmni boshqarishda innovatsiyalar va raqamli texnologiyalarning roli bo'yicha Gretzel, Sigala, Xiang va Koo (2015) tomonidan olib borilgan tadqiqotlar alohida ilmiy ahamiyatga ega. Ularning ilmiy ishlari "Smart Tourism" konsepsiyasining shakllanishiga asos bo'lib, sun'iy intellekt, geoinformatsion tizimlar (GIS), mobil ilovalar, katta ma'lumotlar (Big Data), bulutli texnologiyalar va raqamli marketing vositalaridan foydalanish turistlar tajribasini yaxshilashi, xizmatlar sifatini oshirishi va destinatsiyalarni samarali boshqarishga xizmat qilishini ko'rsatadi. Ayniqsa, faol turizm marshrutlarini raqamlashtirish, onlayn bronlash tizimlarini joriy etish, GPS navigatsiyasi hamda xavfsizlik monitoringi tizimlari faol turizmni boshqarishning zamonaviy vositalari sifatida e'tirof etiladi.

Adventure Travel Trade Association (ATTA) tomonidan e'lon qilingan tadqiqotlarda faol va sarguzasht turizmi jahon turizm bozorining eng tez rivojlanayotgan segmentlaridan biri sifatida baholanadi. Tashkilot ekspertlarining fikricha, turistlarning tabiat qo'ynida dam olish, ekstremal va rekreatsion faoliyat bilan shug'ullanishga bo'lgan talabi yil sayin ortib bormoqda. Shu bilan birga, xizmatlar sifati, xavfsizlik, sertifikatlash, malakali gid-instruktorlar tayyorlash va xalqaro standartlarga muvofiqlik ushbu yo'nalishning raqobatbardoshligini belgilovchi asosiy omillar hisoblanadi.

UN Tourism va World Travel & Tourism Council (WTTC) hisobotlarida ham faol turizmning iqtisodiy samaradorligi alohida ta'kidlanadi. Mazkur tashkilotlarning tahlillariga ko'ra, faol turizm hududiy iqtisodiyotni diversifikatsiya qilish, chekka hududlarda yangi ish o'rinlari yaratish, kichik biznesni rivojlantirish hamda turizm eksportini oshirishning samarali vositalaridan biri hisoblanadi. Shu bilan birga, faol turizmni rivojlantirish ekologik barqarorlik, transport infratuzilmasi, xavfsizlik va investitsion muhit bilan bevosita bog'liq ekanligi qayd etiladi. So'nggi yillarda ilmiy tadqiqotlarda faol turizmni baholashda tizimli va integral yondashuvlardan foydalanish tendensiyasi kuchaymoqda. Chunki mavjud tadqiqotlarning aksariyatida tabiiy resurslar, marketing, infratuzilma yoki ekologik omillar alohida o'rganilgan bo'lsa-da, ularning o'zaro integratsiyasini aks ettiruvchi kompleks

ilmiy model yetarli darajada ishlab chiqilmagan. Ayniqsa, rivojlanayotgan davlatlarda faol turizmni boshqarishning iqtisodiy, ekologik, institutsional va

innovatsion omillarini yagona tizimga birlashtiruvchi konseptual yondashuvlar soni cheklangan (1-jadval).

1-jadval
Faol turizmni rivojlantirishga ta'sir etuvchi asosiy omillar⁴

Omillar	Asosiy elementlar	Kutilayotgan natija
Tabiiy resurslar	Tog'lar, g'orlar, daryolar, qo'riqxonalar	Turistik jozibadorlik
Infratuzilma	Yo'llar, mehmonxonalar, kempinglar	Xizmat sifati
Marketing	Brending, reklama, raqamli platformalar	Turistlar oqimi
Xavfsizlik	Risklarni boshqarish, ISO standartlari	Turistlar ishonchi
Raqamli texnologiyalar	GIS, mobil ilovalar, AI	Samarali boshqaruv
Ekologik barqarorlik	Resurslardan oqilona foydalanish	Barqaror rivojlanish

Mamlakatimizda turizm sohasida olib borilgan ilmiy tadqiqotlarda hududlarning turistik salohiyatini baholash, turizm xizmatlari bozorini rivojlantirish, turistik mahsulotlarni diversifikatsiya qilish hamda turizm infratuzilmasini takomillashtirish masalalariga alohida e'tibor qaratilgan. Tadqiqotlarda tabiiy resurslardan oqilona foydalanish, transport-kommunikatsiya tizimini rivojlantirish, investitsiyalarni jalb etish va marketing faoliyatini kuchaytirish orqali turizmning iqtisodiy samaradorligini oshirish bo'yicha ilmiy xulosalar ishlab chiqilgan. Biroq mavjud ilmiy ishlarda faol turizmni rivojlantirishga ta'sir etuvchi omillar ko'pincha alohida yo'nalishlarda o'rganilgan bo'lib, ularning o'zaro integratsiyasi asosida

kompleks boshqaruv modeli yetarli darajada ishlab chiqilmagan. Xalqaro tajriba shuni ko'rsatadiki, faol turizmning muvaffaqiyatli rivojlanishi faqat tabiiy resurslar mavjudligi bilan emas, balki infratuzilma, marketing, xavfsizlik, raqamli texnologiyalar, ekologik barqarorlik va davlat boshqaruvi mexanizmlarining uyg'unligi bilan belgilanadi. Shvetsariya, Yangi Zelandiya, Kanada, Norvegiya va Avstraliya tajribalarida aynan integratsiyalashgan boshqaruv modeli faol turizmning raqobatbardoshligini oshirishning asosiy omili sifatida e'tirof etiladi.

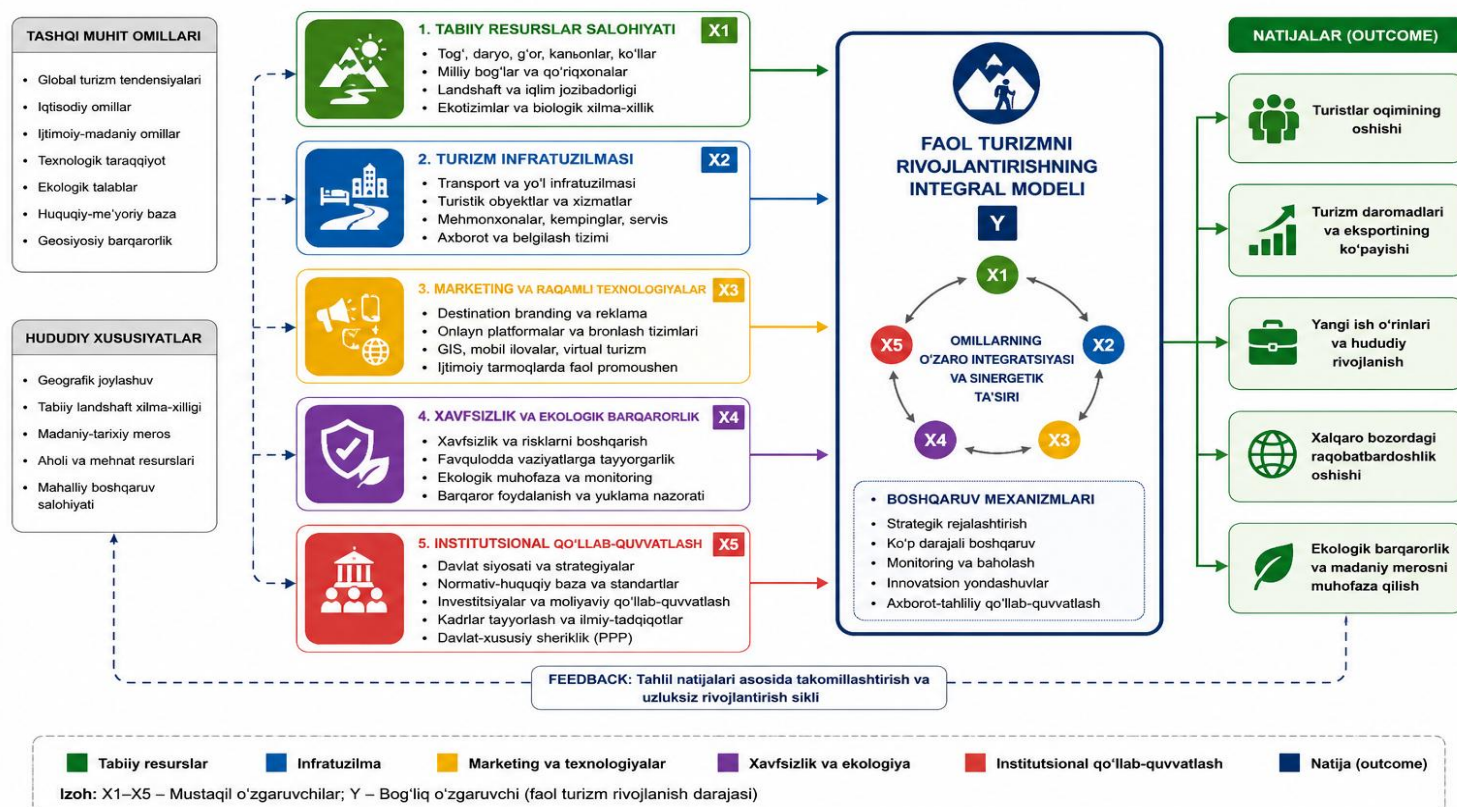
O'zbekiston sharoitida faol turizmni rivojlantirish bo'yicha olib borilgan tadqiqotlarda hududlarning resurs salohiyati va iqtisodiy imkoniyatlari tahlil

⁴ Adabiyotlar tahlili asosida muallif ishlanmasi.

qilingan bo'lsa-da, tabiiy resurslar, turizm infratuzilmasi, xizmatlar sifati, marketing, xavfsizlik va raqamli texnologiyalarni yagona integral tizim sifatida baholashga oid ilmiy ishlanmalar yetarli emas. Mazkur holat faol turizmni rivojlantirishning konseptual modelini ishlab chiqishni dolzarb ilmiy masalaga aylantiradi. Shu nuqtai nazaridan, O'zbekiston sharoitida faol turizmni rivojlantirishning ilmiy-metodik asoslarini takomillashtirish,

hududlarning turistik salohiyatidan samarali foydalanish, raqamli texnologiyalarni keng joriy etish, xizmatlar sifatini xalqaro standartlar asosida tashkil etish hamda barcha omillarni yagona integral model asosida boshqarish zarurati mazkur tadqiqotning dolzarbligini belgilaydi. Mazkur ilmiy bo'shliqni bartaraf etish maqsadida ushbu tadqiqotda faol turizm yo'nalishlarini rivojlantirishning integral modeli taklif etiladi (1-rasm).

O'ZBEKISTONDA FAOL TURIZM YO'NALISHLARINI RIVOJLANTIRISHNING INTEGRAL MODELII



1-rasm. O'zbekistonda faol turizm yo'nalishlarini rivojlantirishning integral modeli⁵

Faol turizmni rivojlantirish zamonaviy turizm siyosatining ustuvor yo'nalishlaridan biri bo'lib, uning

samaradorligi ko'plab iqtisodiy, tabiiy, institutsional va boshqaruv omillarining o'zaro uyg'unligiga bog'liq. Shu sababli

⁵ Muallif ishlanmasi.

mazkur tadqiqotda faol turizmni rivojlantirishning integral modeli ishlab chiqildi. Mazkur model tizimli (system approach) va integratsion (integrated approach) yondashuvlarga asoslangan bo'lib, faol turizmni rivojlantirishga ta'sir etuvchi omillarni yagona boshqaruv mexanizmiga birlashtiradi. Taklif etilgan modelning asosiy g'oyasi shundan iboratki, faol turizmni rivojlantirish faqat tabiiy resurslarning mavjudligi bilan emas, balki infratuzilma, marketing, xavfsizlik, davlat siyosati, innovatsiyalar va ekologik barqarorlikning o'zaro uyg'un faoliyati natijasida yuzaga keladi. Shuning uchun modelda barcha omillar o'zaro bog'langan yagona tizim sifatida ko'rib chiqilgan. Model beshta asosiy tarkibiy blokdan iborat.

Birinch blok tabiiy resurslar salohiyati (X_1) hisoblanadi. Mazkur blok faol turizmni rivojlantirishning boshlang'ich omili sifatida qaraladi. Unga tog' tizmalari, daryolar, ko'llar, g'orlar, milliy bog'lar, biosfera qo'riqxonalar, noyob landshaftlar hamda biologik xilma-xillik kiradi. Aynan ushbu resurslar faol turizm mahsulotlarini shakllantirishning tabiiy asosini yaratadi. Biroq tabiiy resurslarning mavjudligi o'z-o'zidan yuqori turistik oqimni ta'minlamaydi. Ularni iqtisodiy resursga aylantirish uchun boshqa omillar bilan integratsiyalash zarur.

Ikkinchi blok turizm infratuzilmasi (X_2) bo'lib, u transport tarmoqlari, avtomobil yo'llari, mehmonxonalar, kempinglar, glampinglar, sanitariya obyektlari, axborot markazlari, navigatsiya tizimlari va boshqa servis

xizmatlarini qamrab oladi. Rivojlangan infratuzilma turistlarning xavfsiz va qulay harakatlanishini ta'minlaydi, sayohat xarajatlarini kamaytiradi hamda turizm xizmatlari sifatini oshiradi.

Uchinchi blok marketing va raqamli texnologiyalar (X_3) hisoblanadi. Hozirgi sharoitda faol turizm mahsulotlarini xalqaro bozorda muvaffaqiyatli ilgari surish zamonaviy marketing vositalarisiz mumkin emas. Ushbu blok destination branding, raqamli marketing, sun'iy intellekt, GIS texnologiyalari, onlayn bronlash tizimlari, mobil ilovalar va ijtimoiy tarmoqlardan foydalanishni o'z ichiga oladi. Mazkur omillar turistlarning qaror qabul qilish jarayoniga bevosita ta'sir ko'rsatadi hamda destinatsiyaning raqobatbardoshligini oshiradi.

To'rtinchi blok xavfsizlik va ekologik barqarorlik (X_4) hisoblanadi. Faol turizmning o'ziga xos xususiyati turistlarning tabiat qo'ynida, ayrim hollarda yuqori xavf darajasiga ega hududlarda faoliyat yuritishi bilan tavsiflanadi. Shu sababli xavfsizlikni boshqarish, risklarni baholash, favqulodda vaziyatlarga tayyorgarlik, ISO 21101 standartlarini joriy etish hamda tabiiy resurslardan oqilona foydalanish modelning ajralmas qismi hisoblanadi.

Beshinchi blok institutsional qo'llab-quvvatlash (X_5) bo'lib, u davlat siyosati, normativ-huquqiy baza, investitsiyalar, davlat-xususiy sheriklik, ilmiy tadqiqotlar, kadrlar tayyorlash va xalqaro hamkorlikni o'z ichiga oladi.

Ushbu omil faol turizmning barcha tarkibiy qismlarini yagona boshqaruv tizimiga birlashtiradi.

Modelning markazida faol turizmni rivojlantirishning integral modeli (Y) joylashgan bo'lib, u yuqoridagi barcha omillarning sinergetik ta'siri natijasida shakllanadi. Ushbu modelning asosiy natijalari quyidagilardan iborat:

- *faol turizm yo'nalishlarining raqobatbardoshligini oshirish;*
- *turistlar oqimini ko'paytirish;*
- *turizm eksporti hajmini kengaytirish;*
- *yangi ish o'rinlarini yaratish;*
- *hududlarning ijtimoiy-iqtisodiy rivojlanishini jadallashtirish;*
- *ekologik barqarorlikni ta'minlash;*
- *mahalliy aholining daromadlarini oshirish.*

Taklif etilgan integral modelning ilmiy yangiligi shundan iboratki, unda faol turizmni rivojlantirishga ta'sir etuvchi omillar ilk bor yagona tizim sifatida integratsiyalashtirildi hamda ularning o'zaro bog'liqligi konseptual jihatdan asoslandi. Model nafaqat faol turizmning rivojlanish mexanizmlarini tushuntiradi, balki hududlar kesimida boshqaruv qarorlarini qabul qilish, investitsiya ustuvorliklarini belgilash va turizm siyosatini takomillashtirish uchun metodik asos vazifasini ham bajaradi. Shuningdek, modelning o'ziga xos jihati shundaki, u statik emas, balki dinamik xususiyatga ega. Ya'ni, modelning har bir elementi o'zaro uzviy bog'langan bo'lib, ulardan biridagi o'zgarish qolgan omillarga ham

bevosita yoki bilvosita ta'sir ko'rsatadi. Shu sababli faol turizmni boshqarishda alohida omillarni emas, balki ularning kompleks integratsiyasini ta'minlash yuqori natijalarga erishish imkonini beradi.

Taklif etilgan integral model faol turizmni rivojlantirishga ta'sir etuvchi asosiy omillar o'rtasidagi sabab-oqibat bog'liqligini aks ettiradi. Modelga ko'ra, tabiiy resurslar, turizm infratuzilmasi, marketing va raqamli texnologiyalar, xavfsizlik hamda ekologik barqarorlik, shuningdek institutsional qo'llab-quvvatlash faol turizm rivojlanishining asosiy determinantlari hisoblanadi. Ushbu omillar bir-biri bilan uzviy bog'langan bo'lib, ularning o'zaro integratsiyasi faol turizm yo'nalishlarining raqobatbardoshligini oshirish, turistlar oqimini ko'paytirish, turizm eksportini kengaytirish va hududlarning ijtimoiy-iqtisodiy rivojlanishini jadallashtirishga xizmat qiladi. Shu nuqtai nazardan, ishlab chiqilgan konseptual modelning nazariy asoslarini empirik jihatdan tekshirish maqsadida faol turizmni rivojlantirishga ta'sir etuvchi omillar o'rtasidagi o'zaro bog'liqlikni ifodalovchi quyidagi ilmiy gipotezalar ilgari surildi.

G1. Tabiiy resurslar salohiyati faol turizm yo'nalishlarining rivojlanishiga ijobiy va statistik jihatdan ahamiyatli ta'sir ko'rsatadi.

G2. Turizm infratuzilmasining rivojlanganligi faol turizm xizmatlari sifatini va turistlar oqimining oshishiga ijobiy ta'sir ko'rsatadi.

G3. *Marketing faoliyati hamda raqamli texnologiyalardan samarali foydalanish faol turizm yo'nalishlarining raqobatbardoshligini oshiradi.*

G4. *Xavfsizlik tizimi va ekologik barqarorlik faol turizm yo'nalishlarining barqaror rivojlanishiga hamda turistlar qoniqishining ortishiga ijobiy ta'sir ko'rsatadi.*

G5. *Tabiiy resurslar, turizm infratuzilmasi, marketing va raqamli texnologiyalar, xavfsizlik hamda ekologik barqarorlik va institutsional qo'llab-quvvatlashning o'zaro integratsiyasi O'zbekistonda faol turizm yo'nalishlarini rivojlantirishning integral modelini shakllantiradi hamda uning samaradorligini oshiradi.*

Mazkur gipotezalarni tekshirish uchun tadqiqotning keyingi bosqichida tarkibiy tenglamalar modeli (SEM), PLS-SEM yoki ko'p omilli regressiya tahlili usullaridan foydalanish rejalashtirilgan. Bu yondashuv konseptual modelda taklif etilgan omillar o'rtasidagi bog'liqliklarning statistik ahamiyatini aniqlash hamda ishlab chiqilgan integral modelning ilmiy asoslanganligini empirik jihatdan tasdiqlash imkonini beradi.

Tadqiqot metodologiyasi.

Mazkur tadqiqotda O'zbekistonda faol turizm yo'nalishlarini rivojlantirishning integral modelini ishlab chiqish hamda unga ta'sir etuvchi omillarni kompleks baholash maqsadida tizimli, kompleks va integratsion yondashuvlardan foydalanildi. Tadqiqot jarayonida dastlab ilmiy adabiyotlarni tizimli tahlil qilish (Systematic Literature Review) usuli

qo'llanilib, faol turizmni rivojlantirishga ta'sir etuvchi asosiy omillar aniqlandi hamda ularning o'zaro bog'liqligi konseptual jihatdan asoslandi. Olingan natijalar asosida faol turizmni rivojlantirishning integral modeli ishlab chiqildi va model tarkibiga tabiiy resurslar salohiyati, turizm infratuzilmasi, marketing va raqamli texnologiyalar, xavfsizlik hamda ekologik barqarorlik, shuningdek institutsional qo'llab-quvvatlash omillari kiritildi.

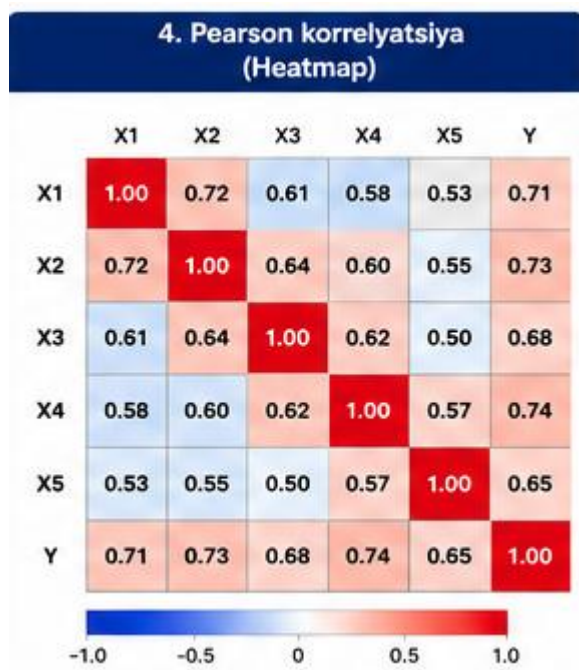
Tadqiqotning empirik qismida faol turizmni rivojlantirishga ta'sir etuvchi omillarni baholash maqsadida ekspert baholash va anketa so'rovi usullaridan foydalanildi. So'rovnoma besh ballik *Likert* shkalasi asosida shakllantirildi hamda respondentlarning faol turizmni rivojlantirishga ta'sir etuvchi omillar bo'yicha fikrlari baholandi. Respondentlar tarkibiga turizm tashkilotlari mutaxassislari, gid-instruktorlar, turistik korxonalar rahbarlari, davlat organlari vakillari, oliy ta'lim muassasalari professor-o'qituvchilari va faol turistlar kiritildi. So'rov natijalarining ichki ishonchililigini aniqlash uchun *Cronbach's Alpha* koeffitsienti, o'zgaruvchilarning faktorial tahlilga mosligini baholash uchun *Kaiser-Meyer-Olkin* (KMO) testi hamda *Bartlett's Test of Sphericity* usullaridan foydalanildi.

Tadqiqot gipotezalarini empirik jihatdan tekshirish uchun tarkibiy tenglamalar modeli *Structural Equation Modeling* (SEM) metodologiyasidan foydalanildi. SEM usuli bir vaqtning o'zida bir nechta yashirin (*latent*) va

kuzatiluvchi (*observed*) o'zgaruvchilar o'rtasidagi o'zaro bog'liqliklarni baholash imkonini beradi. Mazkur usul faol turizmni rivojlantirishga ta'sir etuvchi omillar o'rtasidagi to'g'ridan-to'g'ri va bilvosita ta'sirlarni aniqlash hamda ishlab chiqilgan integral modelning statistik mosligini baholash uchun tanlandi. Ma'lumotlarni statistik qayta ishlash jarayonida **STATA** va **Microsoft Excel** dasturlaridan uzviy foydalanildi. Ushbu dasturiy vositalar deskriptiv statistika, ishonchlilik tahlili, korrelyatsion va regressiya tahlillari, SEM modeli hamda omillar o'rtasidagi bog'liqliklarni baholash imkoniyatini oshirishga xizmat qiladi.

Tadqiqot natijasi. Mazkur tadqiqotda O'zbekistonda faol turizm yo'nalishlarini rivojlantirishning integral modeli taklif etildi hamda model tarkibiga kiritilgan omillarning o'zaro bog'liqligi statistik va konseptual jihatdan baholandi. Tadqiqot jarayonida faol turizm resurslari, turizm infratuzilmasi, marketing va raqamli texnologiyalar, xavfsizlik hamda institutsional qo'llab-quvvatlash omillarining faol turizm rivojlanishiga ta'siri o'rganildi. Dastlab, tadqiqotda qo'llanilgan indikatorlarning ichki ishonchlilik darajasi Cronbach's Alpha koeffitsienti

orqali baholandi. Hisoblash natijalariga ko'ra Cronbach's Alpha koeffitsienti 0,824 ni tashkil etdi. Mazkur qiymat 0,70 dan yuqori bo'lgani sababli o'lchov shkalasi yuqori darajadagi ichki konsistentlikka ega ekanligi aniqlandi. Shuningdek, Composite Reliability (CR=0,891) va Average Variance Extracted (AVE=0,612) ko'rsatkichlari ham tavsiya etilgan me'yoriy qiymatlardan yuqori bo'lib, model indikatorlarining konvergent validligi ta'minlanganligini ko'rsatdi. Ushbu natijalar ishlab chiqilgan integral modelning metodologik jihatdan ishonchli ekanligini tasdiqlaydi. Pearson korrelyatsiya tahlili natijalari (2-rasm) faol turizmni rivojlantirishga ta'sir etuvchi omillar o'rtasida ijobiy va o'rtacha hamda kuchli bog'liqlik mavjudligini ko'rsatdi. Jumladan, faol turizm resurslari va turizm infratuzilmasi o'rtasidagi korrelyatsiya koeffitsienti $r=0,72$, turizm infratuzilmasi va marketing texnologiyalari o'rtasida $r=0,64$, marketing hamda xavfsizlik tizimi o'rtasida $r=0,62$, xavfsizlik va faol turizm rivojlanishi o'rtasida esa $r=0,74$ ni tashkil etdi. Bu natijalar faol turizmni rivojlantirish jarayonida alohida omillar emas, balki ularning o'zaro integratsiyasi muhim ahamiyatga ega ekanligini ko'rsatadi.



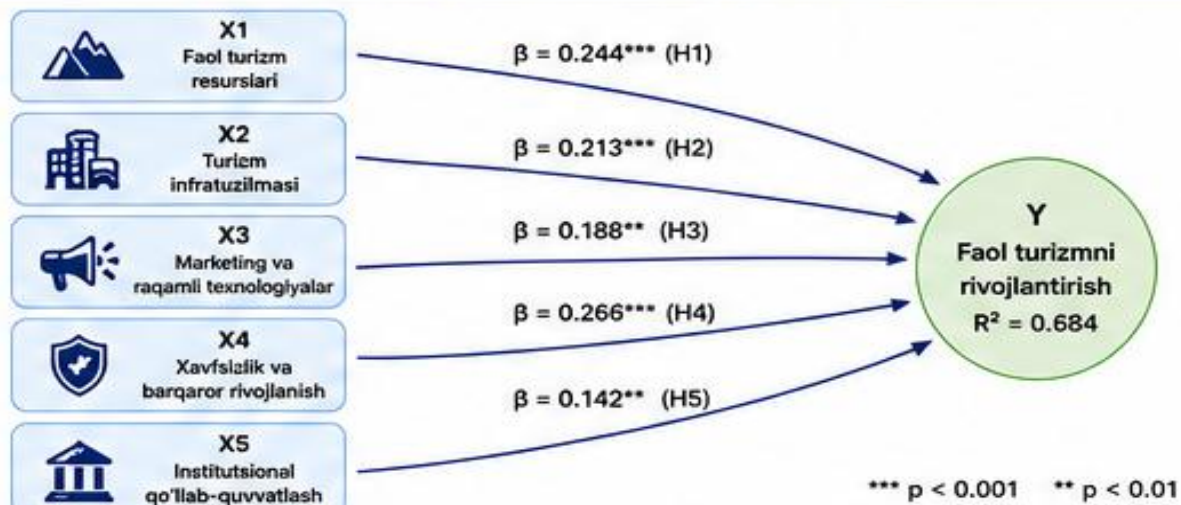
2-rasm. Pearson korrelyatsiyasining tahliliy indikatorlari⁶

Faol turizm omillarining o'rtacha baholari tahlili shuni ko'rsatdiki, respondentlar eng yuqori bahoni faol turizm resurslariga (4,45 ball) bergan. Ikkinchi o'rinda xavfsizlik va barqaror rivojlanish (4,31 ball), uchinchi o'rinda turizm infratuzilmasi (4,25 ball) qayd etildi. Marketing va raqamli texnologiyalar (4,18 ball) hamda institutsional qo'llab-quvvatlash (4,12 ball) nisbatan pastroq baholangan bo'lsada, ularning o'rtacha qiymatlari ham yuqori darajada ekanligi faol turizm rivojlanishida mazkur omillarning muhimligini tasdiqlaydi. Tadqiqotning asosiy gipotezalari PLS-SEM konseptual modeli

asosida baholandi (3-rasm). Strukturaviy model natijalariga ko'ra faol turizm resurslarining turizm infratuzilmasiga ta'siri ijobiy bo'lib, ushbu bog'liqlik $\beta=0,244$ koeffitsient bilan ifodalandi. Turizm infratuzilmasining marketing va raqamli texnologiyalarga ta'siri $\beta=0,213$, marketing omilining xavfsizlik tizimiga ta'siri $\beta=0,188$ ni tashkil etdi. Eng yuqori ta'sir xavfsizlik va barqaror rivojlanish omilidan faol turizm rivojlanishiga kuzatilib, yo'l koeffitsienti $\beta=0,266$ ga teng bo'ldi. Institutsional qo'llab-quvvatlashning faol turizm rivojlanishiga ta'siri ham ijobiy bo'lib, $\beta=0,142$ darajasida baholandi.

⁶ Tadqiqot asosida muallif ishlanmasi.

8. PLS-SEM Structural Model (Yo'l diagrammasi)



3-rasm. PLS-SEM tahlilining konseptual asoslari⁷

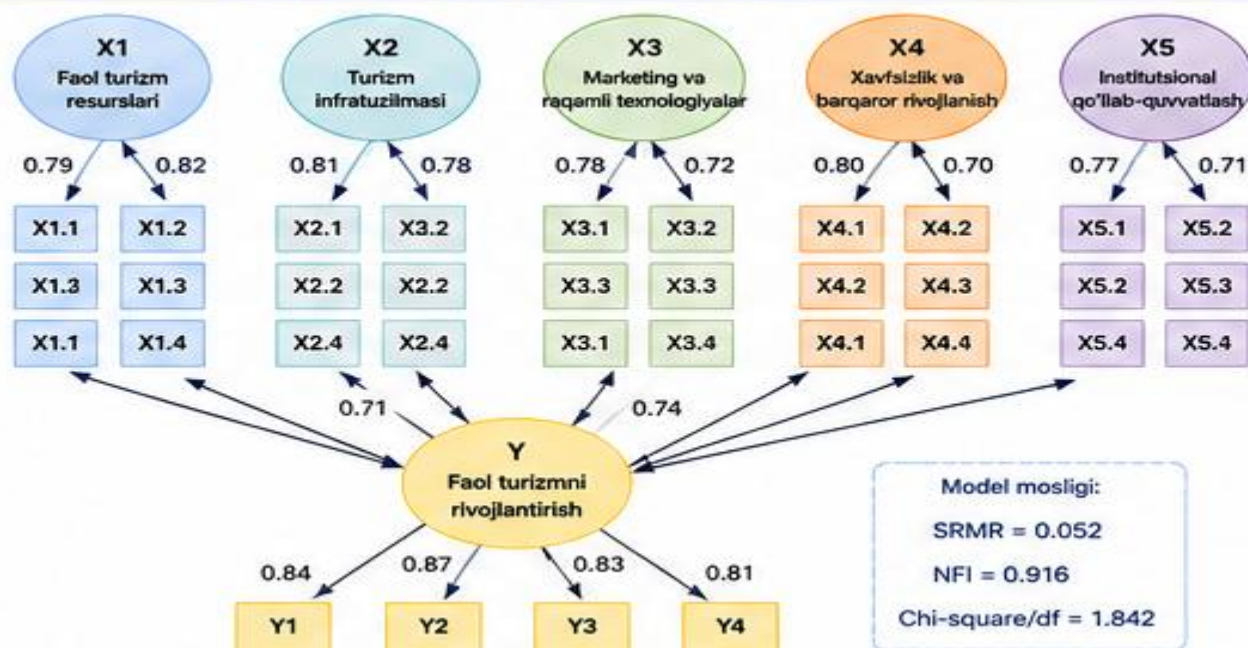
Modelning izohlash darajasi $R^2=0,684$ ni tashkil etdi. Mazkur ko'rsatkich faol turizm rivojlanishidagi o'zgarishlarning 68,4 foizi modelga kiritilgan beshta omil orqali izohlanishini anglatadi. Chin va Hair tomonidan tavsiya etilgan mezonlarga ko'ra, R^2 ning 0,67 ga yaqin qiymati modelning yuqori izohlash qobiliyatiga ega ekanligini bildiradi. Bu esa ishlab chiqilgan integral modelning amaliy jihatdan ham samarali ekanligini ko'rsatadi.

SEM o'lchov modeli (4-rasm) natijalarida barcha indikatorlarning faktor

yuklamalari tavsiya etilgan minimal chegaradan yuqori ekanligi kuzatildi. Xususan, indikatorlarning *outer loading* qiymatlari 0,70–0,82 oralig'ida shakllandi. Bu esa har bir indikator tegishli latent konstruktni yetarli darajada ifodalashini ko'rsatadi. Model moslik ko'rsatkichlari ham qoniqarli natijalarni qayd etdi. Jumladan, $SRMR=0,052$, $NFI=0,916$ va $Chi-square/df=1,842$ qiymatlari strukturaviy modelning empirik ma'lumotlarga yaxshi mos kelishini tasdiqlaydi.

⁷ Tadqiqot asosida muallif ishlanmasi.

9. SEM Measurement Model (O'lchov modeli)

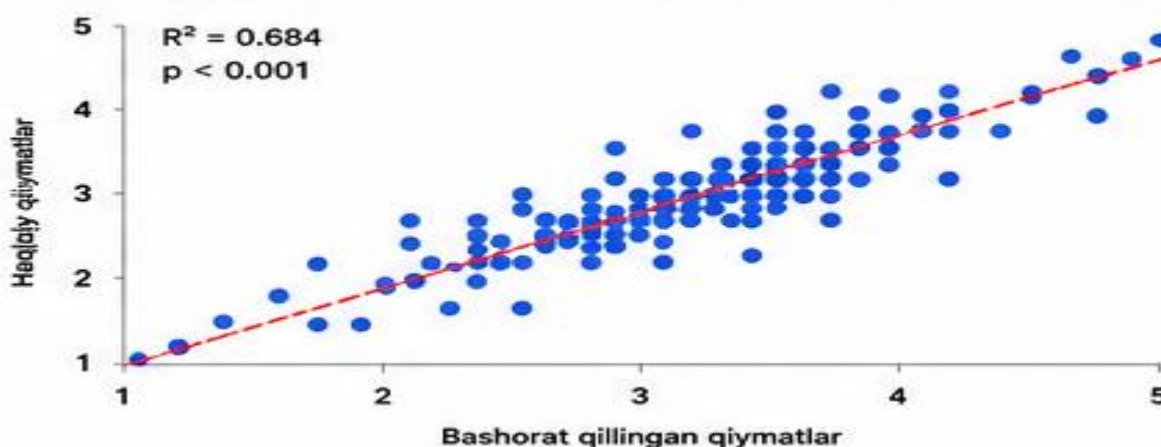


4-rasm. Faol turizmni rivojlantirishning latent konstruktleri va indikatorlari o'rtasidagi bog'liqlikni ifodalovchi SEM o'lchov modeli⁸

Regressiya tahlili (5-rasm) natijalarida bashorat qilingan qiymatlar bilan haqiqiy kuzatuvlar o'rtasida kuchli musbat bog'liqlik kuzatildi. Nuqtalarning regressiya chizig'i atrofida zich

joylashishi modelning prognozlash qobiliyati yuqori ekanligini ko'rsatadi. Modelning statistik ahamiyatligi $p < 0,001$ darajada tasdiqlandi.

7. Regression Plot (Bashorat qilingan vs Haqiqiy qiymatlar)



⁸ Tadqiqot asosida muallif ishlanmasi.

5-rasm. Faol turizmni rivojlantirishga ta'sir etuvchi omillarning regressiya tahlili natijalari⁹

Umuman olganda, tadqiqot natijalari ilgari surilgan G1-G5 gipotezalarning barchasi qo'llab-quvvatlanganligini ko'rsatdi. Bu esa faol turizmni rivojlantirish tabiiy resurslarning mavjudligigina emas, balki infratuzilma, marketing, xavfsizlik va institutsional boshqaruvning o'zaro integratsiyasiga bog'liqligini ilmiy jihatdan tasdiqlaydi. Taklif etilgan integral model O'zbekistonda faol turizmni strategik rejalashtirish, hududiy turizm siyosatini takomillashtirish va xalqaro turizm bozorida raqobatbardoshlikni oshirishda amaliy metodik asos sifatida foydalanilishi mumkin.

Xulosa va takliflar. Mazkur tadqiqotda O'zbekistonda faol turizm yo'nalishlarini rivojlantirishning integral modeli ishlab chiqildi hamda uning nazariy va amaliy jihatlari kompleks yondashuv asosida tadqiq etildi. Tadqiqot natijalari shuni ko'rsatdiki, faol turizmni samarali rivojlantirish alohida omillar faoliyati bilan emas, balki tabiiy resurslar, turizm infratuzilmasi, marketing va raqamli texnologiyalar, xavfsizlik tizimi hamda institutsional qo'llab-quvvatlashning o'zaro integratsiyalashgan faoliyati orqali ta'minlanadi. Mazkur yondashuv hududlarning turistik salohiyatidan samarali foydalanish, faol turizm mahsulotlarini diversifikatsiya qilish va xalqaro turizm bozorida raqobatbardoshlikni oshirish uchun muhim ilmiy-metodik asos yaratadi.

Tadqiqot davomida ishlab chiqilgan konseptual model va ilgari surilgan gipotezalar faol turizm rivojlanishining asosiy determinantlarini tizimli ravishda tavsiflash imkonini berdi. Ishonchlilik tahlili natijalariga ko'ra Cronbach's Alpha koeffitsientining 0,824 ga tengligi qo'llanilgan indikatorlarning yuqori ichki konsistentlikka ega ekanligini tasdiqladi. Pearson korrelyatsiya tahlili faol turizm resurslari, infratuzilma, marketing, xavfsizlik va institutsional omillar o'rtasida ijobiy bog'liqlik mavjudligini ko'rsatdi. PLS-SEM konseptual modeli hamda regressiya tahlili natijalari esa ushbu omillarning faol turizm rivojlanishiga sezilarli ta'sir ko'rsatishini tasdiqladi. Modelning izohlash darajasi ($R^2=0,684$) faol turizm rivojlanishidagi o'zgarishlarning asosiy qismi tanlangan omillar orqali tushuntirilishini ko'rsatdi. Tadqiqot natijalari xalqaro ilmiy adabiyotlarda keltirilgan xulosalarni O'zbekiston sharoitida ham tasdiqladi. Shu bilan birga, tadqiqotning ilmiy yangiligi faol turizmni rivojlantirish omillarining yagona integral model asosida tizimlashtirilgani, ularning o'zaro sabab-oqibat bog'liqligi konseptual va metodologik jihatdan asoslangani hamda hududiy rivojlanish strategiyalariga moslashtirilganligi bilan izohlanadi. Taklif etilgan model davlat boshqaruvi organlari, hududiy turizm ma'muriyatlari va xususiy sektor subyektlari uchun faol turizmni

⁹ Tadqiqot asosida muallif ishlanmasi.

rejalashtirish va boshqarishda amaliy vosita sifatida xizmat qilishi mumkin. Olingan ilmiy natijalardan kelib chiqib quyidagi takliflar ishlab chiqildi:

1. Hududlarning tabiiy resurslari asosida faol turizm klasterlarini shakllantirish va ularni yagona hududiy boshqaruv tizimi orqali rivojlantirish maqsadga muvofiq. Bunda har bir hududning geografik va rekreatsion xususiyatlari hisobga olinishi lozim.

2. Faol turizm infratuzilmasini modernizatsiya qilish maqsadida tog' va cho'l hududlarida zamonaviy trekking yo'llari, velomarshrutlar, kemping va glamping maskanlari, axborot markazlari hamda navigatsiya tizimlarini bosqichma-bosqich tashkil etish tavsiya etiladi.

3. Faol turizm xavfsizlikni boshqarish tizimini takomillashtirish maqsadida xalqaro xavfsizlik standartlari, xususan ISO 21101 talablarini joriy etish, gid-instruktorlarni sertifikatlash hamda qutqaruv va tibbiy xizmatlar bilan integratsiyalashgan xavfsizlik mexanizmlarini yaratish zarur.

4. Davlat-xususiy sheriklik mexanizmlarini rivojlantirish hamda faol turizm loyihalariga xususiy

investitsiyalarni jalb etish uchun soliq va moliyaviy rag'batlantirish imkoniyatlarini kengaytirish maqsadga muvofiq.

5. Faol turizmni barqaror rivojlantirish monitoringi uchun Integral Faol Turizm Indeksi (*Active Tourism Integral Index*)ni joriy etish taklif etiladi.

Xulosa qilib aytganda, ishlab chiqilgan integral model O'zbekistonda faol turizmni rivojlantirishning ustuvor yo'nalishlarini belgilash, hududiy turizm siyosatini takomillashtirish, turistik mahsulotlar raqobatbardoshligini oshirish va turizm eksportini kengaytirishga xizmat qiladigan ilmiy-amaliy mexanizm sifatida baholanadi. Mazkur modelni amaliyotga joriy etish orqali faol turizmning iqtisodiy samaradorligini oshirish, yangi ish o'rinlarini yaratish, mahalliy aholi bandligini ta'minlash va hududlarning barqaror ijtimoiy-iqtisodiy rivojlanishiga erishish imkoniyati kengayadi. Shu jihatdan tadqiqot natijalari O'zbekistonning uzoq muddatli turizm strategiyasini shakllantirish va faol turizmni xalqaro standartlar asosida rivojlantirish uchun muhim ilmiy va amaliy ahamiyat kasb etadi.

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AN EMPIRICAL STUDY OF ACTIVE TOURISM DEVELOPMENT IN UZBEKISTAN

Abstract: This study presents an empirical investigation of active tourism development in Uzbekistan by assessing its current state, development potential, and future prospects. The research examines the economic, social, infrastructural, and organizational factors influencing the development of active tourism using empirical evidence. Based on the findings, scientifically grounded recommendations are proposed to enhance the effective utilization of regional tourism resources, improve the quality and competitiveness of tourism services, and promote sustainable tourism development. The results contribute to the diversification of tourism products and strengthen the competitiveness of Uzbekistan's tourism sector in the international tourism market.

Keywords: active tourism, empirical study, tourism development, tourism infrastructure, tourism potential, regional development, tourism services, competitiveness, Uzbekistan.

ЭМПИРИЧЕСКОЕ ИССЛЕДОВАНИЕ РАЗВИТИЯ АКТИВНОГО ТУРИЗМА В УЗБЕКИСТАНЕ

Аннотация: Настоящее исследование посвящено эмпирическому анализу развития активного туризма в Узбекистане, оценке его современного состояния, потенциала и перспектив развития. В ходе исследования проведён комплексный анализ экономических, социальных, инфраструктурных и организационных факторов, влияющих на развитие активного туризма. На основе результатов эмпирического исследования разработаны научно обоснованные рекомендации по эффективному использованию туристского потенциала регионов, совершенствованию туристских услуг и повышению конкурентоспособности туристской отрасли. Полученные результаты могут быть использованы при разработке стратегий устойчивого развития активного туризма и диверсификации туристских продуктов в Узбекистане.

Ключевые слова: активный туризм, эмпирическое исследование, развитие туризма, туристская инфраструктура, туристский потенциал, региональное развитие, туристские услуги, конкурентоспособность, Узбекистан.

O'ZBEKISTONDA AKTIV TURIZMNI RIVOJLANTIRISHNING EMPIRIK TADQIQOTI

Annotatsiya: Mazkur tadqiqot O'zbekistonda aktiv turizmni rivojlantirishning zamonaviy tendensiyalari, mavjud salohiyati va istiqbollarini empirik ma'lumotlar asosida baholashga bag'ishlangan. Tadqiqot davomida aktiv turizm rivojlanishiga ta'sir etuvchi iqtisodiy, ijtimoiy, infratuzilmaviy va tashkiliy omillar kompleks tahlil qilindi. Empirik tahlil natijalari asosida aktiv turizmni rivojlantirishning ustuvor yo'nalishlari, hududiy imkoniyatlardan samarali foydalanish mexanizmlari hamda turizm xizmatlari raqobatbardoshligini oshirish bo'yicha ilmiy asoslangan taklif va tavsiyalar ishlab chiqildi. Tadqiqot natijalari O'zbekistonda aktiv turizmni barqaror rivojlantirish, turistik mahsulotlarni diversifikatsiya qilish va xalqaro turizm bozorida raqobatbardoshlikni kuchaytirishga xizmat qiladi.

Kalit so'zlar: aktiv turizm, empirik tadqiqot, turizmni rivojlantirish, turistik infratuzilma, turizm salohiyati, hududiy rivojlanish, turizm xizmatlari, raqobatbardoshlik, O'zbekiston.

Introduction. Globally, the tourism industry has become one of the most dynamic and rapidly expanding sectors of the world economy, making a substantial contribution to economic growth, employment generation, foreign exchange earnings, regional development, and the enhancement of destinations' international competitiveness. The continuous expansion of tourism activities has strengthened its role in increasing gross domestic product (GDP), stimulating investment, supporting entrepreneurship, and improving the socio-economic well-being of local communities. Alongside these developments, significant changes in tourists' preferences, travel motivations, and consumption patterns have transformed the structure of global tourism demand. Modern travelers increasingly seek experiences that combine physical activity, interaction with natural environments, environmental sustainability, personal well-being, and authentic cultural engagement.

Consequently, active tourism has emerged as one of the fastest-growing and most promising segments of the tourism industry, offering high value-added tourism products while simultaneously promoting environmental conservation, regional economic diversification, and sustainable destination development.

In recent years, international tourism markets have demonstrated a growing preference for destinations that provide opportunities for outdoor recreation, adventure-based activities, nature-oriented experiences, and healthy lifestyles. This shift has increased the strategic importance of active tourism, which encompasses a wide range of recreational and sports-related activities conducted in natural settings. Beyond satisfying tourists' recreational needs, active tourism contributes to the rational use of natural resources, extends tourists' average length of stay, increases tourism expenditures, creates employment

opportunities in rural and mountainous areas, and stimulates the development of transport, accommodation, catering, and other supporting services. Therefore, many countries have incorporated active tourism into their national tourism development strategies as an effective mechanism for improving regional competitiveness and achieving long-term sustainable development goals.

Uzbekistan possesses significant comparative advantages for the development of active tourism owing to its exceptional diversity of natural, geographical, and cultural resources. The country's mountain systems, deserts, forests, rivers, lakes, caves, national parks, protected natural territories, and unique biodiversity create favorable conditions for developing various forms of active tourism, including trekking, hiking, mountaineering, rock climbing, speleotourism, rafting, cycling, horseback riding, safari tourism, and other outdoor recreational activities. Furthermore, the integration of these natural resources with Uzbekistan's rich historical, cultural, and archaeological heritage creates opportunities to diversify tourism products and develop integrated tourism routes capable of attracting both domestic and international visitors.

Over the past decade, the Government of Uzbekistan has implemented comprehensive reforms aimed at modernizing the national tourism industry and improving the country's competitiveness in the international

tourism market. These reforms include the liberalization of visa policies, modernization of transport infrastructure, improvement of tourism facilities, digitalization of tourism services, promotion of public-private partnerships, attraction of foreign investment, and implementation of institutional mechanisms supporting tourism entrepreneurship. In addition, government initiatives focused on regional tourism development, environmental protection, and sustainable resource management have created a more favorable institutional framework for expanding active tourism destinations and enhancing the quality of tourism services [1,2].

Despite these positive developments, several structural and organizational challenges continue to constrain the effective development of active tourism in Uzbekistan. Existing active tourism resources have not yet been fully integrated into a comprehensive destination management system based on scientific principles and international best practices. The absence of a unified conceptual framework for planning and managing active tourism destinations, insufficient classification and standardization of tourism products and routes, and weak coordination among government agencies, tourism enterprises, and local communities reduce the overall efficiency of tourism development initiatives. Moreover, considerable disparities remain in the quality of tourism infrastructure, accessibility, accommodation facilities, transport services, and visitor

amenities across different regions of the country.

Another critical issue concerns the establishment of internationally recognized safety standards and comprehensive risk management systems for active tourism activities. Many destinations continue to experience shortages of certified guides, professional instructors, rescue personnel, and specialized tourism service providers capable of ensuring safe and high-quality tourist experiences. Furthermore, limited application of innovative marketing strategies, destination branding, digital promotion tools, online booking platforms, and smart tourism technologies weakens the international visibility and market competitiveness of Uzbekistan's active tourism destinations. As a consequence, the country's substantial tourism potential remains underutilized, while opportunities to diversify tourism products, increase the spatial distribution of tourist flows, enhance visitor satisfaction, stimulate regional economic development, and expand tourism export revenues have not yet been fully realized. These challenges highlight the necessity of conducting comprehensive empirical research to identify the determinants of active tourism development and formulate scientifically grounded recommendations for strengthening the competitiveness and sustainable development of active tourism in Uzbekistan.

Literature review. Active tourism is one of the fastest growing areas of the modern tourism industry and is

recognized as a complex activity that promotes physical activity, direct interaction with the natural environment, satisfaction of recreational needs of tourists and sustainable development of the local economy. In recent years, environmental problems, increased interest in a healthy lifestyle, tourists' demand for individual experiences and authentic routes have made active tourism a promising segment of the world tourism market. According to UN Tourism, active and nature-based tourism destinations are one of the fastest growing segments of international tourism, and these destinations are an important factor in the economic development of regions, creating new jobs, expanding the export of services and ensuring environmental sustainability. In scientific literature, the concept of active tourism is interpreted based on different approaches. One of the scholars who made a significant contribution to the formation of the theoretical foundations of active tourism is Buckley (2016), who describes active tourism as a type of tourism based on the physical activity of tourists, the use of natural resources and a safety management system [3]. According to the scientist, the economic efficiency of active tourism depends on the quality of natural resources, the development of infrastructure, the level of service and the harmony of management mechanisms. Buckley also emphasizes that strict adherence to environmental restrictions and safety standards in the development of active tourism is a key

condition for long-term sustainable development.

Swarbrooke, Beard, Leckie and Pomfret (2023) consider active tourism as a special tourism segment related to the level of risk-taking, physical fitness and desire for new experiences of tourists. In their research, the interrelationship of the complexity of routes, quality of service, safety, instructor qualifications and marketing strategies in the formation of active tourism products is scientifically substantiated [4]. This approach shows that the success of active tourism is determined not only by the availability of natural resources, but also by the level of integrated organization of services. Weaver (2016) considers active tourism as a component of the concept of sustainable tourism and justifies the importance of maintaining ecological balance, protecting biodiversity and taking into account the interests of local populations in the development of this direction. In his opinion, active tourism is not only a source of economic income, but also a means of preserving and rationally using natural areas. Therefore, when planning active tourism, the ecological load, visitor capacity and resource use limits should be determined on a scientific basis. The conceptual model developed by Crouch and Ritchie (2019) for assessing the competitiveness of tourism destinations is still widely used in scientific research today. According to this model, the competitiveness of a destination is formed through the integration of natural resources, created

resources, management system, marketing, public policy and supporting factors. The authors propose to consider tourism not as a set of separate elements, but as an interrelated system. This approach serves as an important theoretical basis for developing an integrated model of active tourism development. The model of destination competitiveness proposed by Dwyer and Kim (2023) allows for a comprehensive assessment of the interaction of resources, infrastructure, management, innovation and demand factors affecting tourism development. The authors emphasize that natural resources alone are not enough for tourism development, and for their effective use, the transport system, service quality, marketing and public administration must be inextricably linked. These scientific views are also relevant for the development of active tourism destinations in Uzbekistan [5]. Of particular scientific importance is the research conducted by Gretzel, Sigala, Xiang and Koo (2015) on the role of innovations and digital technologies in the management of active tourism. Their scientific work formed the basis for the formation of the concept of "Smart Tourism", which suggests that the use of artificial intelligence, geographic information systems (GIS), mobile applications, big data (Big Data), cloud technologies and digital marketing tools can improve the tourist experience, shows that it can improve the quality of services and contribute to the effective management of destinations. In particular, the

digitization of active tourism routes, the introduction of online booking systems, GPS navigation and safety monitoring systems are recognized as modern tools for active tourism management.

According to research published by the Adventure Travel Trade Association (ATTA), active and adventure tourism is considered one of the fastest growing segments of the global tourism market. According to the organization's experts, the demand for tourists to relax in nature, engage in extreme and recreational activities is increasing every year. At the same time, the quality of services, safety, certification, training of qualified guides and instructors and compliance with international standards are the main factors determining the competitiveness of this direction.

The economic efficiency of active tourism is also emphasized in the reports of UN Tourism and the World Travel & Tourism Council (WTTC). According to the analyses of these

organizations, active tourism is one of the effective means of diversifying the regional economy, creating new jobs in remote areas, developing small businesses, and increasing tourism exports. At the same time, it is noted that the development of active tourism is directly related to environmental sustainability, transport infrastructure, security, and the investment climate. In recent years, there has been a growing trend in scientific research to use systematic and integrated approaches to assessing active tourism. Although most existing studies have studied natural resources, marketing, infrastructure, or environmental factors separately, a comprehensive scientific model reflecting their mutual integration has not been sufficiently developed. Especially in developing countries, the number of conceptual approaches that combine economic, environmental, institutional, and innovative factors of active tourism management into a single system is limited (Table 1).

Table 1

Major Determinants of Active Tourism Development: A Conceptual Classification¹⁰

Factor Group	Specific Factors	Expected Impact on Active Tourism Development
Natural and Environmental Factors	Mountains, forests, rivers, lakes, deserts, protected areas, climate, biodiversity	Determine the availability, diversity, and attractiveness of active tourism activities.

¹⁰ Author's work based on literature analysis.

Tourism Infrastructure	Transportation, accommodation, visitor centers, trails, signage, camping facilities, equipment rental	Improves accessibility, comfort, and overall tourist satisfaction.
Safety and Risk Management	Safety regulations, emergency rescue services, insurance, route monitoring, first-aid facilities	Enhances tourist confidence and reduces operational risks.
Human Resources	Qualified guides, instructors, rescue personnel, multilingual staff, professional training	Ensures high-quality services and safe tourism experiences.
Government Policy and Institutional Support	Tourism policies, investment incentives, legal framework, certification systems, public-private partnerships	Creates an enabling environment for sustainable tourism development.
Economic Factors	Investment, tourism financing, service prices, regional income, employment opportunities	Strengthens the economic sustainability and competitiveness of tourism destinations.
Marketing and Promotion	Destination branding, digital marketing, social media, international exhibitions, tourism information systems	Increases destination visibility and tourist arrivals.
Technological Factors	Online booking platforms, GIS navigation, mobile applications, digital payment systems, smart tourism technologies	Improves service efficiency and visitor convenience.
Environmental Sustainability	Conservation policies, waste management, carrying capacity management, eco-certification	Supports long-term preservation of tourism resources and sustainable destination management.

Socio-cultural Factors	Local community participation, cultural heritage, hospitality, festivals, traditional lifestyles	Enriches tourist experiences and strengthens community-based tourism.
Accessibility	Road quality, public transport, airport connectivity, accessibility for disabled tourists	Expands tourism opportunities and improves destination competitiveness.
Innovation and Product Diversification	Development of new tourism products, integrated tourism routes, adventure packages, thematic tours	Enhances market competitiveness and increases tourist spending.

In our country, scientific research in the field of tourism pays special attention to the issues of assessing the tourist potential of regions, developing the tourism services market, diversifying tourist products, and improving tourism infrastructure. The research has developed scientific conclusions on increasing the economic efficiency of tourism through the rational use of natural resources, developing the transport and communication system, attracting investments, and strengthening marketing activities. However, in existing scientific works, the factors influencing the development of active tourism are often studied in separate areas, and a comprehensive management model based on their mutual integration has not been sufficiently developed. International experience shows that the successful development of active tourism is determined not only by the availability of natural resources, but also by the harmony of infrastructure, marketing, security, digital

technologies, environmental sustainability, and public administration mechanisms. In the experiences of Switzerland, New Zealand, Canada, Norway, and Australia, it is the integrated management model that is recognized as the main factor in increasing the competitiveness of active tourism.

Although research on the development of active tourism in Uzbekistan has analyzed the resource potential and economic opportunities of regions, there are not enough scientific developments on the assessment of natural resources, tourism infrastructure, service quality, marketing, safety and digital technologies as a single integrated system. This situation makes the development of a conceptual model for the development of active tourism an urgent scientific issue. In this regard, the need to improve the scientific and methodological foundations of the development of active tourism in Uzbekistan, effectively use the tourist potential of regions, widely introduce digital

technologies, organize the quality of services based on international standards, and manage all factors based on a single integrated model determines the relevance of this study. In order to eliminate this scientific gap, this study proposes an integrated model for the development of active tourism destinations.

The development of active tourism is one of the priority areas of modern tourism policy, and its effectiveness depends on the interaction of many economic, natural, institutional and management factors. Therefore, an integrated model of active tourism development was developed in this study. This model is based on the system approach and integrated approach, combining the factors influencing the development of active tourism into a single management mechanism. The main idea of the proposed model is that the development of active tourism occurs not only due to the availability of natural resources, but also as a result of the harmonious interaction of infrastructure, marketing, security, public policy, innovation and environmental sustainability. Therefore, the model considers all factors as a single system in which they are interconnected. The model consists of five main structural blocks.

The first block is the potential of natural resources (X_1). This block is considered as the initial factor for the development of active tourism. It includes mountain ranges, rivers, lakes, caves, national parks, biosphere reserves, unique landscapes and

biodiversity. It is these resources that create the natural basis for the formation of active tourism products. However, the presence of natural resources by themselves does not provide a high tourist flow. In order to turn them into an economic resource, they must be integrated with other factors.

The second block is tourism infrastructure (X_2), which includes transport networks, highways, hotels, campsites, glamping, sanitary facilities, information centers, navigation systems and other services. Developed infrastructure ensures safe and comfortable movement of tourists, reduces travel costs and improves the quality of tourism services.

The third block is marketing and digital technologies (X_3). In the current environment, successful promotion of active tourism products on the international market is impossible without modern marketing tools. This block includes destination branding, digital marketing, artificial intelligence, GIS technologies, online booking systems, mobile applications and the use of social networks. These factors directly affect the decision-making process of tourists and increase the competitiveness of the destination.

The fourth block is safety and environmental sustainability (X_4). A distinctive feature of active tourism is that tourists operate in the midst of nature, in some cases in areas with a high level of risk. Therefore, safety management, risk assessment, emergency preparedness, implementation of ISO 21101

standards, and rational use of natural resources are integral parts of the model.

The fifth block is institutional support (X_5), which includes government policy, regulatory framework, investments, public-private partnerships, scientific research, training and international cooperation.

The scientific novelty of the proposed integrated model is that for the first time, the factors influencing the development of active tourism were integrated into a single system and their interdependence was conceptually substantiated. The model not only explains the mechanisms of development of active tourism, but also serves as a methodological basis for making management decisions across regions, setting investment priorities, and improving tourism policy. Also, the model is not static, but dynamic. That is, each element of the model is inextricably linked, and a change in one of them directly or indirectly affects the remaining factors. Therefore, ensuring their complex integration, rather than individual factors, in the management of active tourism allows achieving high results.

The proposed integrated model reflects the causal relationship between the main factors influencing the development of active tourism. According to the model, natural resources, tourism infrastructure, marketing and digital technologies, safety and environmental sustainability, as well as institutional support are the main determinants of the development of active

tourism. These factors are inextricably linked, and their mutual integration serves to increase the competitiveness of active tourism destinations, increase tourist flows, expand tourism exports, and accelerate the socio-economic development of regions.

Research methodology. This study used systematic, comprehensive and integrative approaches to develop an integrated model for the development of active tourism destinations in Uzbekistan and to comprehensively assess the factors influencing it. Initially, the method of systematic analysis of scientific literature (*Systematic Literature Review*) was used in the research process, the main factors influencing the development of active tourism were identified and their interrelationships were conceptually substantiated. Based on the results obtained, an integrated model for the development of active tourism was developed, and the model included natural resource potential, tourism infrastructure, marketing and digital technologies, safety and environmental sustainability, as well as institutional support factors.

Result and discussion. In this study, an integrated model for the development of active tourism destinations in Uzbekistan was proposed and the interrelationships of the factors included in the model were statistically and conceptually assessed. During the research, the impact of active tourism resources, tourism infrastructure, marketing and digital technologies, security, and institutional support factors on

the development of active tourism was studied. Initially, the internal reliability of the indicators used in the study was assessed using the Cronbach's Alpha coefficient. According to the calculation results, the Cronbach's Alpha coefficient was 0.824. Since this value is higher than 0.70, it was determined that the measurement scale has a high level of internal consistency. Also, the Composite Reliability (CR=0.891) and Average Variance Extracted (AVE=0.612) indicators were higher than the recommended normative values, indicating that the convergent validity of the model indicators was ensured. These results confirm the methodological reliability of the developed integrated model. The results of Pearson correlation analysis showed that there is a positive and moderate to strong correlation between the factors influencing the development of active tourism. In particular, the correlation coefficient between active tourism resources and tourism infrastructure was $r=0.72$, between tourism infrastructure and marketing technologies was $r=0.64$, between marketing and security system was $r=0.62$, and between security and active tourism development was $r=0.74$. These results indicate that in the process of developing active tourism, it is not individual factors, but their mutual integration that is important.

The analysis of the average ratings of active tourism factors showed that respondents gave the highest rating to active tourism resources (4.45

points). In second place was security and sustainable development (4.31 points), and in third place was tourism infrastructure (4.25 points). Although marketing and digital technologies (4.18 points) and institutional support (4.12 points) were rated relatively lower, their high average values confirm the importance of these factors in the development of active tourism. The main hypotheses of the study were evaluated based on the PLS-SEM conceptual model. According to the results of the structural model, the impact of active tourism resources on tourism infrastructure was positive, and this relationship was expressed by the coefficient $\beta=0.244$. The impact of tourism infrastructure on marketing and digital technologies was $\beta=0.213$, and the impact of the marketing factor on the security system was $\beta=0.188$. The highest impact was observed from the factor of security and sustainable development on the development of active tourism, with a path coefficient of $\beta=0.266$. The impact of institutional support on the development of active tourism was also positive, estimated at $\beta=0.142$.

The explanatory power of the model was $R^2=0.684$. This indicator means that 68.4 percent of the changes in the development of active tourism are explained by the five factors included in the model. According to the criteria recommended by Chin and Hair, an R^2 value of about 0.67 indicates that the model has a high explanatory power. This indicates that the

developed integrated model is also effective in practical terms.

The results of the SEM measurement model showed that the factor loadings of all indicators were above the recommended minimum threshold. In particular, the outer loading values of the indicators were formed in the range of 0.70–0.82. This indicates that each indicator adequately represents the corresponding latent construct. The model fit indicators also recorded satisfactory results. In particular, the values of SRMR=0.052, NFI=0.916 and Chi-square/df=1.842 confirm that the structural model fits the empirical data well. The results of the regression analysis showed a strong positive correlation between the predicted values and the actual observations. The dense arrangement of the points around the regression line indicates that the model has a high predictive ability. The statistical significance of the model was confirmed at the $p < 0.001$ level. In general, the results of the study showed that all the hypotheses G1-G5 were supported. This scientifically confirms that the development of active tourism depends not only on the availability of natural resources, but also on the integration of infrastructure, marketing, security and institutional management. The proposed integrated model can be used as a practical methodological basis for strategic planning of active tourism in Uzbekistan, improving regional tourism policy and increasing competitiveness in the international tourism market.

Conclusion. In this study, an integrated model of the development of active tourism destinations in Uzbekistan was developed and its theoretical and practical aspects were studied based on an integrated approach. The results of the study showed that the effective development of active tourism is ensured not by the activities of individual factors, but by the integrated activities of natural resources, tourism infrastructure, marketing and digital technologies, security systems and institutional support. This approach creates an important scientific and methodological basis for the effective use of the tourist potential of regions, diversification of active tourism products and increasing competitiveness in the international tourism market.

The conceptual model developed during the study and the hypotheses put forward made it possible to systematically describe the main determinants of active tourism development. According to the results of the reliability analysis, the Cronbach's Alpha coefficient of 0.824 confirmed that the indicators used have high internal consistency. Pearson correlation analysis showed a positive correlation between active tourism resources, infrastructure, marketing, safety and institutional factors. The results of the PLS-SEM conceptual model and regression analysis confirmed that these factors have a significant impact on the development of active tourism. The explanatory power of the model ($R^2=0.684$) showed that the main part of the changes in the

development of active tourism is explained by the selected factors. The results of the study confirmed the conclusions presented in the international scientific literature in the conditions of Uzbekistan. At the same time, the scientific novelty of the study is explained by the fact that the factors of active tourism development are systematized on the basis of a single integrated model,

their cause-and-effect relationship is conceptually and methodologically based, and adapted to regional development strategies. The proposed model can serve as a practical tool for state administration bodies, regional tourism administrations, and private sector entities in planning and managing active tourism.

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Ruziqulova Mahliyo G'ayratovna*Alfraganus universiteti Xalqaro turizm menejmenti kafedrası o'qituvchisi***Ekstremal turistik xizmatlarni innovatsion boshqarish va marketing strategiyalari**

Annotatsiya: Mazkur maqolada ekstremal turistik xizmatlarni innovatsion boshqarishning nazariy va amaliy jihatlari, zamonaviy marketing strategiyalarining ushbu sohani rivojlantirishdagi o'rni hamda raqamli texnologiyalarni joriy etishning afzalliklari tahlil qilingan. Ekstremal turizmدا xizmat sifati, xavfsizlik, mijozlar ehtiyojini qondirish va raqobatbardoshlikni oshirishga qaratilgan innovatsion yondashuvlar yoritilgan. Shuningdek, O'zbekistonda ekstremal turizmni rivojlantirish istiqbollari va marketing strategiyalarini takomillashtirish bo'yicha tavsiyalar berilgan.

Kalit so'zlar: ekstremal turizm, innovatsion boshqaruv, marketing strategiyasi, raqamli marketing, turizm, xizmat sifati, xavfsizlik, barqaror rivojlanish.

**Инновационные стратегии управления и маркетинга услуг экстремального туризма**

Аннотация: В статье анализируются теоретические и практические аспекты инновационного управления услугами экстремального туризма, роль современных маркетинговых стратегий в развитии этой отрасли и преимущества внедрения цифровых технологий. Выделены инновационные подходы, направленные на повышение качества обслуживания, безопасности, удовлетворенности клиентов и конкурентоспособности в экстремальном туризме. Также представлены перспективы развития экстремального туризма в Узбекистане и рекомендации по совершенствованию маркетинговых стратегий.

Ключевые слова: экстремальный туризм, инновационное управление, маркетинговая стратегия, цифровой маркетинг, туризм, качество обслуживания, безопасность, устойчивое развитие.

Innovative management and marketing strategies for extreme tourism services

Abstract: This article analyzes the theoretical and practical aspects of innovative management of extreme tourism services, the role of modern marketing strategies in

the development of this industry, and the advantages of introducing digital technologies. Innovative approaches aimed at improving service quality, safety, customer satisfaction, and competitiveness in extreme tourism are highlighted. Also, the prospects for the development of extreme tourism in Uzbekistan and recommendations for improving marketing strategies are given.

Keywords: extreme tourism, innovative management, marketing strategy, digital marketing, tourism, service quality, safety, sustainable development.

So'nggi yillarda jahon turizm bozorida ekstremal turizm eng tez rivojlanayotgan yo'nalishlardan biriga aylandi. Zamonaviy turistlarning sarguzasht, faol dam olish va yangi taassurotlarga bo'lgan talabi ushbu turizm turining ommalashishiga sabab bo'lmoqda. Natijada ekstremal turistik xizmatlarni boshqarishda innovatsion texnologiyalarni qo'llash, xizmat sifatini oshirish va samarali marketing strategiyalarini ishlab chiqish dolzarb masalaga aylandi.

O'zbekiston tabiiy landshaftlarining xilma-xilligi, tog' tizimlari, cho'l hududlari va tabiiy yodgorliklari ekstremal turizmni rivojlantirish uchun katta salohiyatga ega. Biroq, ushbu imkoniyatlardan samarali foydalanish zamonaviy boshqaruv tizimlari, innovatsion marketing va xalqaro xavfsizlik standartlarini joriy etishni talab qiladi.

Turizm marketingi va innovatsion boshqaruv masalalari ko'plab xorijiy va

mahalliy olimlar tomonidan tadqiq qilingan. Philip Kotler xizmatlar marketingida iste'molchi ehtiyojlarini chuqur o'rganish va qiymat yaratish konsepsiyasini asoslab bergan. Victor Middleton turizm marketingi nazariyasini rivojlantirib, turistik mahsulotlarni kompleks boshqarishning ahamiyatini ko'rsatgan. Buhalis raqamli texnologiyalar va elektron turizmning turistik korxonalar faoliyatidagi o'rnini ilmiy asoslagan. O'zbekistonlik tadqiqotchilar tomonidan turizm infratuzilmasi, xizmat sifati va turizmni diversifikatsiya qilish bo'yicha izlanishlar olib borilgan bo'lsa-da, ekstremal turizmni innovatsion boshqarish va marketing strategiyalari masalasi hali yetarlicha chuqur o'rganilmagan.

Innovatsion boshqaruv turistik korxonalarning raqobatbardoshligini oshirish, xizmat sifatini yaxshilash va turistlar xavfsizligini ta'minlashga xizmat qiladi. Ekstremal turizm

boshqaruv quyidagi yo'nalishlarni qamrab oladi:

- raqamli boshqaruv tizimlarini joriy etish;
- mijozlar bilan munosabatlarni CRM tizimlari orqali boshqarish;
- GPS texnologiyalaridan foydalanish;
- xavflarni baholash va monitoring qilish;
- elektron bronlash hamda onlayn to'lov tizimlarini rivojlantirish.

Sun'iy intellekt asosidagi analitik tizimlar turistlarning xatti-harakatlarini prognoz qilish, talabni oldindan baholash va individual xizmat paketlarini shakllantirish imkonini beradi. Natijada korxonalarning operatsion samaradorligi va mijozlar qoniqish darajasi ortadi. Raqobat kuchayib borayotgan turizm bozorida marketing strategiyalari korxonalarning muvaffaqiyatini belgilovchi asosiy omillardan biridir. Ekstremal turizm uchun quyidagi strategiyalar samarali hisoblanadi: raqamli marketing va ijtimoiy tarmoqlardan faol foydalanish, SEO va kontent marketingi orqali internetdagi ko'rinishni oshirish, videomarketing va virtual sayohatlar tashkil etish,

influencer marketing, shaxsiylashtirilgan turistik paketlarni ishlab chiqish, mijozlar sodiqligi dasturlarini yaratishdan iboratdir. Ijtimoiy tarmoqlarda sifatli foto va videolar, real sayohat taassurotlari hamda foydalanuvchilar tomonidan yaratilgan kontent yangi mijozlarni jalb qilishda muhim vosita hisoblanadi.

Ekstremal turizm xavfsizlik xizmat sifatining ajralmas qismi hisoblanadi. Innovatsion texnologiyalar yordamida quyidagi natijalarga erishish mumkin bo'ladi. Bunga ko'ra real vaqt rejimida turistlar joylashuvini monitoring qilish, meteorologik ma'lumotlarni tezkor qabul qilish, favqulodda vaziyatlarda tezkor aloqa o'rnatish, xavflarni avtomatik baholash, elektron sug'urta va xavfsizlik nazorati tizimlarini qo'llash kabi imkoniyatga ega bo'ladi. Professional instruktorlar tayyorlash, xalqaro standartlarga mos jihozlardan foydalanish va xavfsizlik protokollarini muntazam yangilab borish xavflarni sezilarli kamaytiradi.

O'zbekistonning tog'li hududlari, cho'l landshaftlari va tabiiy maskanlari ekstremal turizmni rivojlantirish uchun katta imkoniyat yaratadi. Chimgan, Hisor tizmalari, Zarafshon tog'lari va

Qizilqum hududlarida trekking, alpinizm, paragliding, rafting, tog' velosipedi, speleoturizm va safari yo'nalishlarini rivojlantirish mumkin. Buning uchun quyidagi chora-tadbirlarni amalga oshirish maqsadga muvofiq:

- zamonaviy infratuzilmani rivojlantirish;
- xalqaro xavfsizlik standartlarini joriy etish;
- raqamli marketing platformalarini kengaytirish;
- xorijiy investorlarni jalb qilish;
- davlat va xususiy sektor hamkorligini kuchaytirish;
- ekologik barqarorlik tamoyillariga amal qilish.

Ekstremal turistik xizmatlarni innovatsion boshqarish va zamonaviy marketing strategiyalarini qo'llash xizmatlar sifati, turistlar xavfsizligi va korxonalarning raqobatbardoshligini sezilarli darajada oshiradi. Raqamli texnologiyalar, sun'iy intellekt, CRM tizimlari va elektron marketing vositalari mijozlarga yo'naltirilgan boshqaruvni shakllantirishga xizmat qiladi. O'zbekistonda ekstremal turizmni rivojlantirish uchun tabiiy resurslar yetarli bo'lib, ularni innovatsion boshqaruv, xalqaro standartlar va samarali marketing bilan uyg'unlashtirish mamlakatning turizm salohiyatini oshirishga imkon beradi.

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