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ХОРАЗМ МАЪМУН АКАДЕМИЯСИ**

**ХОРАЗМ МАЪМУН
АКАДЕМИЯСИ
АХБОРОТНОМАСИ**

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Using the benefits of the "digital economy" only through virtual employment has increased labor resources [11]. This will not only provide the able-bodied population of Uzbekistan with productive jobs and increase their incomes, but also accelerate the development of the country by increasing labor productivity [12].

However, according to experts from the Center for Economic Research, only 7 out of 39 industries that make up the economy of the republic: chemistry, woodworking, glass and porcelain industry, building materials industry, transport, housing and communal services and increase employment and productivity at the same time. They are also expected to use this potential to ensure the effectiveness of diversification in other sectors of the economy.

In conclusion, regardless of the circumstances in which a person carries out his activities, whether he is online or offline, of course, the issue of material interests is at the forefront. Human activity, its effectiveness is measured by economic interest, depending on the conditions in which it operates. Good, talented specialties, specialties are highly valued in the intellectual property markets. Their value is determined by the quality of the services they provide and the products they create.

A person can choose one or another type of activity or type of collective activity based on their circumstances. Of course, in order to achieve such high results, it is necessary to work independently, be fluent in foreign languages, and have sufficient knowledge in your specialty. The formed teams will also include professionals with sufficient knowledge and skills in each field of activity. In the intellectual market, the demand for highly educated, advanced professionals in their field is much higher.

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UDC 33

TOURISM DEVELOPMENT STRATEGIES IN UZBEKISTAN: REGIONAL COOPERATION ISSUES

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Annotatsiya. Maqolada xalqaro turizm bozorlarida raqobatbardosh turizm xizmatlarini yaratish niyatiga yagona ipak yo'li brendi asosida targ'ibot qilish uchun manfaatdor davlatlarni birgalikdagi sa'y harakatlari, muvofiqlashtirilgan boshqaruv institutlari, hududlarning salohiyatidan samarali foydalanish va O'zbekistonda turizmni barqaror rivojlantirishga erishish mexanizmlari yoritilgan.

Kalit so'zlar: Barqaror turizm, turizm strategiyasi, turizm sanoati, ipak yo'li brendi, CAREC davlatlari.

Аннотация. В статье рассматриваются вопросы создания конкурентоспособных туристических услуг на международных туристических рынках, которые могут быть достигнуты за счет совместных усилий заинтересованных стран, скоординированных институтов управления,

эффективного использования потенциала регионов для его продвижения на основе единого бренда Шелкового пути и обеспечить развитию устойчивого туризма в Узбекистан.

Ключевые слова: Устойчивый туризм, стратегия туризма, индустрия туризма, бренд Шелкового пути, страны ЦАРЭС.

Abstract. The article deals with the creation of competitive tourism services in international tourism markets, which can be achieved through the joint efforts of interested countries, coordinated management institutions, effective use of the potential of the regions to promote it on the basis of a single brand of the Silk Road and ensure the development of sustainable tourism in Uzbekistan.

Keywords: Sustainable tourism, tourism strategy, tourism industry, Silk Road brand, CAREC countries.

The World Tourism Organization has explored approaches to the formation of tourism strategies in different countries. Including what tasks are most often included in strategies, whose interests are taken into account and how all this is monitored and financed.

Considering that today the issue of tourism policy and strategy has become more relevant than ever in almost all countries of the post-Soviet space, it is at least interesting to look at world experience.

The study of tourism development policies in different countries has become part of a large UNWTO basic report "On the integration of the principles of sustainable consumption and production in the national tourism policy of various countries". And although the report is mainly devoted to the issues of sustainable and responsible tourism, the study touches on much broader issues - approaches to the formation and implementation of national tourism strategies in general.

Thus, the study showed that most often tourism development strategies are developed not only by local experts, but also with the involvement of invited consultants.

"In 99% of cases, states try to involve other stakeholders in the work on the tourism development strategy. Almost all attract primarily business and government agencies. Countries also involve non-governmental organizations, educational institutions, local communities and indigenous peoples in this process" [1].

According to Johnson and Scholes (2001: 10, original emphasis), 'Strategy is the direction and scope of an organisation over the long term: which achieves advantage for the organisation through the configuration of resources within a changing environment, to meet the needs of markets and to fulfil stakeholder expectations'. Athiyamen and Robertson (1995) found 'a level of commitment to strategic planning in the tourism industry at least as strong as that in the manufacturing sector'.

Tribe's (1997: 13) definition of strategy is an appropriate one for this sector: 'Strategy ... [is] the planning of a desirable future and the design of suitable ways of bringing it about.'

At the turn of the reforms in 2016–2017, Uzbekistan is achieving significant growth in inbound tourism. From 2016 to 2019, the number of foreign tourists increased from 2.0 million to 6.7 million, respectively.

In the same year, according to the UN World Tourism Organization (UNWTO), Uzbekistan entered the top five countries with the most dynamically developing tourism industry and The Guardian recognized the country as the best tourist destination in the world.

There are many opportunities and conditions in Uzbekistan for the development of this sphere. Uzbekistan, as a unique country, has the vast tourism potential of its ancient civilizations and cultures that have been developed, developed and attracted by the world's best destinations for holidays and excursions. Today, there are more than 7,000 rare historical monuments in the country, and unique and unique architectural samples. The country's national parks and national parks are the treasures of its rich and varied nature. The centuries-old traditions of national culture, arts and crafts are carefully preserved and developed in the country. Our world-renowned national cuisine and culinary traditions are a symbol of the hospitality of the East. The cities of Samarkand, Bukhara, Khiva and Shahrisabz are included in the list of UNESCO World Heritage Site in Uzbekistan, and "The unique event of the most important cultural and socio-economic significance in the history of the world – the Great Silk Road has just passed through the centers of these cities and cultures" is of particular importance [2].

Ultimately, learning above argued statement, there is an urgent need for designing regional, local tourism development strategies for sustainable development of the country's economy via turning tourism into the strategic sector of the national economy.

The CAREC Tourism Development Strategy 2030 is based on the vision of creating a "sustainable, safe, easily accessible, and well-known tourism region that offers a variety of unique year-round quality experiences to visitors along the Silk Road and distributes the benefits widely among its communities".

Five guiding principles underlie the development of comprehensive and effective regional programs for tourism development and tourism cooperation in the region. These include: (1) prioritizing quality over quantity to ensure environmental, social and cultural sustainability; (2) adapting to global trends and building resilience by promoting the uniqueness of countries' tourism products while creating regional synergies to effectively respond to new global and regional developments; (3) reduce regional imbalances and empower local communities; (4) promotion of multi-season tourism through product diversification and multi-country travel promotion to help address seasonality and provide year-round business opportunities in the region; and (5) adopting a holistic and incremental approach to developing the CAREC tourism network along the Silk Road and ensuring the sustainable development of regional tourism clusters.

The Silk Road is the most important route linking the major cities and tourist sites of the CAREC countries. In addition, the main national and transnational roads in the region are connected to the Great Silk Road, such as the Pamir Highway, the Karakoram Highway, the Genghis Khan Trail and the Trans-Siberian Railway. The CAREC Tourism Development Strategy identifies seven priority regional tourism clusters associated with these major tourism destinations. Priority tourism clusters have been selected based on their regional importance, levels of attendance and future development potential to attract more tourists, increase spending per tourist, and increase the tourism sector's contribution to the country's GDP.

The seven priority cluster groups are: (i) the Caspian region covering Georgia, Azerbaijan, Kazakhstan and Turkmenistan; (ii) The heart of Central Asia, covering Uzbekistan, Kazakhstan, the Kyrgyz Republic, Turkmenistan, Tajikistan and Afghanistan; (iii) Almaty-Bishkek in the area of the Almaty-Bishkek Economic Corridor and the Tien Shan Mountains covering Kazakhstan, the Kyrgyz Republic and Northern Xinjiang in the PRC; (iv) the Gold Coast located in the southwest of Pakistan; (v) Karakoram - Wakhan covering eastern Afghanistan, southeastern Tajikistan, northern Pakistan and northwestern Xinjiang; (vi) Altai, including Mongolia, Kazakhstan and PRC; and (vii) the Gobi and Grasslands covering Mongolia and Inner Mongolia.

While the CAREC countries have outstanding natural and cultural resources, there are still a number of factors hindering the development of their tourism sectors. These include limited access to and between CAREC countries, complex and heterogeneous visa requirements and border arrangements, unstable quality of tourism infrastructure and services, lack of skills, lack of reliable tourism data and statistics, and low awareness and knowledge of tourist attractions in CAREC countries. To achieve a long-term vision and overcome these challenges through enhanced collaboration, the CAREC tourism strategy identifies five strategic components:

(1) Connectivity and infrastructure, including improving air and land connections, facilitation of border crossing procedures, harmonization of visa requirements, and improvement of tourism infrastructure and facilities in areas with the potential for year-round activity within priority tourism clusters;

(2) Quality and standards, including the development and implementation of effective and harmonized minimum quality, hygiene and environmental standards. This may include the development of a "Silk Road Quality Label" for tourism services, which will be adopted on a voluntary basis;

(3) Professional training focusing on closing existing gaps between industry practice and the provision of tourism education and training, and developing integrated regional trainings and programs for public and private tourism stakeholders, maximizing the use of digital technologies;

(4) Marketing and branding – including building a common "Visit the Silk Road" brand through the development and launch of a CAREC tourism web portal, along with the organization of joint and tourism promotion events, as well as business initiatives for tour operators and other suppliers tourist services.

(5) Market research, including the development and implementation of common methodologies for collecting data and producing tourism statistics in line with international best practices, and promoting partnerships between public and private tourism stakeholders in the region to conduct joint market research to better understand preferences customers, desired experiences and needs.

To realize the long-term vision, it is necessary to develop a strategic framework that builds on the main strengths of tourism in the Uzbekistan region, addresses its main weaknesses, reflects the main opportunities and is resilient to the main threats. Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) is presented in Table 1:

Table –1

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

Strengths	Weaknesses
Pristine natural resources, unique tangible and intangible cultural heritage, and diversity across Uzbekistan region. Low population density even in metropolitan cities, making it a safe tourist destination. Diversity and uniqueness of nomadic and sedentary cultures throughout the region, ethnic groups and religions.	High cost and poor air connectivity between CAREC capitals and distant markets. Inadequate transportation infrastructure, roadside facilities on tourist routes, last mile access, tourist services and signage at tourist sites.

<p>Historic cities, heritage of ancient empires and UNESCO World Heritage Sites in the country. Quality of accommodation and other tourist facilities in the capital and cities. Unexplored destinations suitable for discovery. Globally recognized common brand: Silk Road. The local population is very welcoming to tourists. Political location and government support for tourism development.</p>	<p>Cumbersome and time-consuming border crossing and visa procedures (including at airports). Lack of brand awareness and image, resulting in a lack of knowledge of Uzbekistan and a poor perception of them as tourism destinations. Limited capacity in social responsibility practices and conservation of tourist sites. Limited multi-season experience in product development targeting the most attractive market segments. Language barriers and lack of skilled workers, destination managers and guides.</p>
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Growing international interest and recognition of the Silk Road. ▪ Continuous expansion of international tourism, especially to fast growing Asian markets, and travelers seeking new experiences and unusual destinations. ▪ Major regional infrastructure projects being developed in the region. ▪ The continued growth of information technology to enable potential travelers to collect information and interact digitally with potential service providers. ▪ Tourism as an industry that can support economic recovery after the pandemic. ▪ Donor support for profitable tourism projects. 	<p>Growing global health risks and geopolitical conflicts with serious potential implications for the travel and tourism industry. Climate change with global warming and environmental degradation. Security and political instability in some border countries with Uzbekistan. Economic downturn in major tourism markets. Natural and man-made disasters.</p>

Source: Designed by the author upon making scientific researches.

Based on a SWOT analysis, the CAREC 2030 Tourism Development Strategy identifies five key strategic frameworks for regional coverage where the implementation of regional initiatives and projects can help countries reap the social and economic benefits from sustainable tourism development (Figure 6). These include (i) air transport network maturity and infrastructure, (ii) quality and standards, (iii) skills development, (iv) marketing and branding, and (v) market intelligence. Cross-sectoral themes will be mainstreamed into all activities under the five strategic directions, including security, digital, gender, environmental sustainability, private sector participation and universal travel access. In addition, appropriate institutional and governance arrangements are needed to ensure effective implementation, monitoring, and evaluation of the CAREC Tourism Development Strategy 2030.

The government of the Republic of Uzbekistan is attempting to raise global awareness about their cultural and heritage attractions through their recent tourism policies, to help protect and manage and protect outdoor natural areas, and to preserve their unique architectural monuments and mosques. The location of the area in the corridors on the Great Silk Road, with cities that were the main points of trade, make their destinations attractive for foreign tourists. Thus, there is no doubt that visitors who have decided to travel to Uzbekistan in recent times are mainly interested in the cultural and historical attractions and generally undertake the most popular tours provided by the local travel agencies, i.e., Tashkent, Samarkand, Bukhara and Kiva.

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UDC 33

IMPROVING THE EFFECTIVENESS OF DEVELOPING INNOVATIVE APPROACHES TO EXPANDING NEW TYPES OF SERVICES

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Аннотация. Мақолада хизматлар соҳасини инновацион ривожлантиришда иқтисодийнинг инновацион салоҳиятини ошириш ва илм-фан соҳасини қўллаб-қувватлашнинг асосий йўналишлари

**ЎЗБЕКИСТОН РЕСПУБЛИКАСИ ФАНЛАР АКАДЕМИЯСИ
МИНТАҚАВИЙ БЎЛИМИ
ХОРАЗМ МАЪМУН АКАДЕМИЯСИ**

**ХОРАЗМ МАЪМУН АКАДЕМИЯСИ
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