

## Article

# Organizational and Economic Mechanisms for Increasing the Export of Services in the Tourism Sector

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**Abstract:** The article studies the organizational and economic mechanisms for increasing the export of services in the tourism sector using the example of Uzbekistan. The macroeconomic significance of the export of tourism services, the formation of foreign exchange earnings and their impact on economic growth are analyzed. The relationship between the dynamics of tourism exports, investment volume and service quality is assessed based on an econometric model. The author proposes a comprehensive organizational and economic mechanism for increasing the export of tourism services. The results of the study allow developing practical recommendations for increasing the export potential of tourism services.

**Keywords:** tourism, export of services, foreign exchange earnings, competitiveness, investment, digitalization, multiplier, organizational and economic mechanism.

## 1. Introduction

The services sector in the world economy has shown a steady growth trend in recent decades and has become one of the main components of gross domestic product. In particular, the tourism sector has emerged as an important factor in global economic growth, employment generation, regional development, and balancing the foreign trade balance. According to the World Tourism Organization, the tourism sector accounts for about 10 percent of global GDP and 8-9 percent of global employment. Exports of tourism services are one of the main sources of foreign exchange earnings in many countries.

Exports of tourism services are understood as foreign exchange earnings received in exchange for services provided to foreign citizens within the country. These earnings include such areas as hotel services, transportation, catering, cultural and entertainment services, excursion services, medical and pilgrimage tourism. In terms of economic content, tourism exports are considered "invisible exports" and have a positive impact on the current account of the balance of payments[1].

In the context of globalization processes, the development of transport and logistics infrastructure, the widespread introduction of digital platforms, and the increase in international tourism flows, fierce competition is emerging in the tourism services market between countries. In modern conditions, the growth of tourism exports depends not only on natural and cultural resources, but also on the quality of service, the level of infrastructure, marketing strategy, and the effectiveness of organizational and economic mechanisms.

**Citation:** Bektemirovich B. A. Organizational and Economic Mechanisms for Increasing the Export of Services in the Tourism Sector. American Journal of Economics and Business Management 2026, 9(3), 7-13.

Received: 19<sup>th</sup> Dec 2025

Revised: 30<sup>th</sup> Jan 2026

Accepted: 20<sup>th</sup> Feb 2026

Published: 02<sup>th</sup> Mar 2026



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In the Republic of Uzbekistan, in recent years, the development of the tourism sector has been identified as one of the priority areas of state policy. Liberalization of visa procedures, modernization of infrastructure, construction of new hotels and tourism facilities, and expansion of domestic and international air travel have led to an increase in tourism flows. As a result of the reforms carried out since 2017, the number of foreign tourists visiting the country has increased sharply, which contributed to an increase in the volume of exports of tourism services.

However, the sharp decline in the tourism sector during the global pandemic has shown the high dependence of this industry on external factors. In the post-pandemic period, the issue of restoring and sustainable development of the tourism sector has become even more urgent. In particular, the lack of traditional approaches to increasing the export of tourism services has led to the need to develop new organizational and economic mechanisms.

Although today the growth rates of tourism services exports in Uzbekistan are showing a positive trend, its potential cannot be said to be fully utilized. The quality of services, the level of digital transformation, marketing efficiency, the uneven development of the investment environment and infrastructure are seen as factors limiting the volume of tourism exports[2]. Also, the relationship between tourism services exports and economic growth, the effectiveness of investments and the multiplicative effect of tourism have not been studied comprehensively enough.

The relationship between tourism exports and economic growth, the multiplicative effect of tourism, and the quality of services and competitiveness have been widely studied by foreign economists. However, in the conditions of Uzbekistan, the issues of systematic modeling of organizational and economic mechanisms for increasing the export of tourism services, assessing economic efficiency based on integral indicators, and developing a comprehensive development model have not been sufficiently studied as a separate object of scientific research[3].

This situation determines the relevance of this article. The purpose of the study is to develop organizational and economic mechanisms for increasing the export of services in the tourism sector using the example of Uzbekistan and scientifically substantiate their economic efficiency. To achieve this goal, the dynamics of tourism services exports are analyzed, the impact of investments and infrastructure development is assessed, and a comprehensive mechanism for increasing tourism exports is proposed.

### **Literature review**

The issue of increasing the export of services in the tourism sector is covered in foreign scientific literature, primarily within the framework of the concepts of the impact of tourism on macroeconomic growth, the multiplicative effect of tourism receipts, and destination competitiveness management. Balaguer and Cantavella-Jordá empirically substantiate tourism as a factor of long-term economic growth, confirming the “tourism-led growth” hypothesis through cointegration and causality tests; according to their conclusions, the sustainable expansion of international tourism flows is significantly “sensitive” to economic growth, which over time leads to multiplicative effects[4]. This approach methodologically justifies the need to assess tourism as an “invisible export” when increasing the export of services, to consider foreign exchange earnings and inter-sectoral dependencies (transport, accommodation, catering, cultural services) together.

Dwyer and Forsyth[5] emphasize the measurement of the total economic contribution of tourism (including Tourism Satellite Accounts), modeling the impact of changes in tourism demand on the economy (input-output and CGE approaches), and the analysis of tourism investments, infrastructure, and public policy instruments in assessing the tourism economy. This approach requires comprehensive consideration of not only “the number of tourists” but also the factors of value added, fiscal return, investment efficiency, and “leakage” (imports, taxes, and outgoing income) along the tourism value

chain when developing organizational and economic mechanisms for increasing the export of tourism services.

In the concept of Ritchie and Crouch, the competitiveness of a tourism destination is interpreted as an integrated system of resources, management, infrastructure, and market positioning; they offer a competitiveness “framework” that links tourism with the well-being of society[6]. This approach identifies instruments such as destination management (DMO), service quality standards, branding, and market segmentation as particularly important factors in developing mechanisms for increasing the export of tourism services.

In the conditions of Uzbekistan, research on this topic is developing mainly within the framework of the efficiency of tourism services management, the infrastructure factor, digital solutions and instruments for increasing the competitiveness of services exports. In particular, Karshiyeva Dilnoza Abdukodirovna directly links the development of services exports (including tourism) with the introduction of the digital economy and innovative technologies, and offers mechanisms for increasing export efficiency through e-commerce, modernization of logistics infrastructure, and expansion of intellectual services exports. According to the author's conclusion, in order to increase the volume of services exports, it is necessary to combine state policy, private sector initiatives, and an innovative competitiveness model[7]. This approach indicates the need for an integrated application of the blocks "marketing infrastructure - human resources - financial incentives - digital transformation" to increase the export of tourism services.

Zhiyanov Nozim Shavkatovich discusses the issue of improving tourism service management mechanisms based on the integration of institutional, economic and digital management elements. His research highlights the fact that, although institutional and economic mechanisms are more widely covered in the process of tourism development in Uzbekistan, digital management, monitoring systems and sustainability components have not been sufficiently studied. The author substantiates the possibilities of increasing the export of tourism services by introducing an integrated management approach[8]. This approach shows the need to combine the export-oriented management system (monitoring, assessment indicators, data-based decisions) with public-private sector cooperation. Yuldashev Ulugbek Bahodirovich scientifically substantiates that the uneven development of tourism infrastructure in the regions of Uzbekistan is a factor limiting the sustainable growth of tourist flows. The author notes that mobile technologies, electronic booking platforms and digital navigation systems are especially important for the segment of independent travelers. It also offers a methodology for identifying the strengths and weaknesses of tourism infrastructure based on foreign tourist reviews and online ratings. This approach serves as a methodological basis for studying the direct impact of “destination experience” and online reputation on the formation of foreign exchange earnings in the export of tourism services.

Astanakulov Olim Tashtemirovich studies the impact of tourism on macroeconomic growth based on econometric modeling and empirically substantiates the positive impact of an increase in the number of tourists on economic growth. According to his conclusions, the tourism services sector is characterized by a faster return on investment, a high level of profitability and the possibility of earning income in freely convertible currency[9]. This approach indicates the need to comprehensively consider investment efficiency, foreign exchange earnings and income generation factors along the service value chain when developing mechanisms to increase the export of tourism services.

According to the general conclusion, while in foreign literature the issue of tourism services export is mostly covered through the concepts of tourism-led growth, multiplier effect and destination competitiveness, in the research of Uzbek scientists, digital management, infrastructure, institutional cooperation and a system of factors determining the competitiveness of services exports are being formed as a priority area. At the same time, in the conditions of Uzbekistan, there is a lack of research on the assessment of

organizational and economic mechanisms for increasing tourism services exports based on integrated indicators, on the proposal of a holistic model along the chain of “digital marketing–service quality–infrastructure–human resources–state incentives” and on the empirical substantiation of its economic efficiency. This article is aimed at filling this scientific gap.

## 2. Research methodology

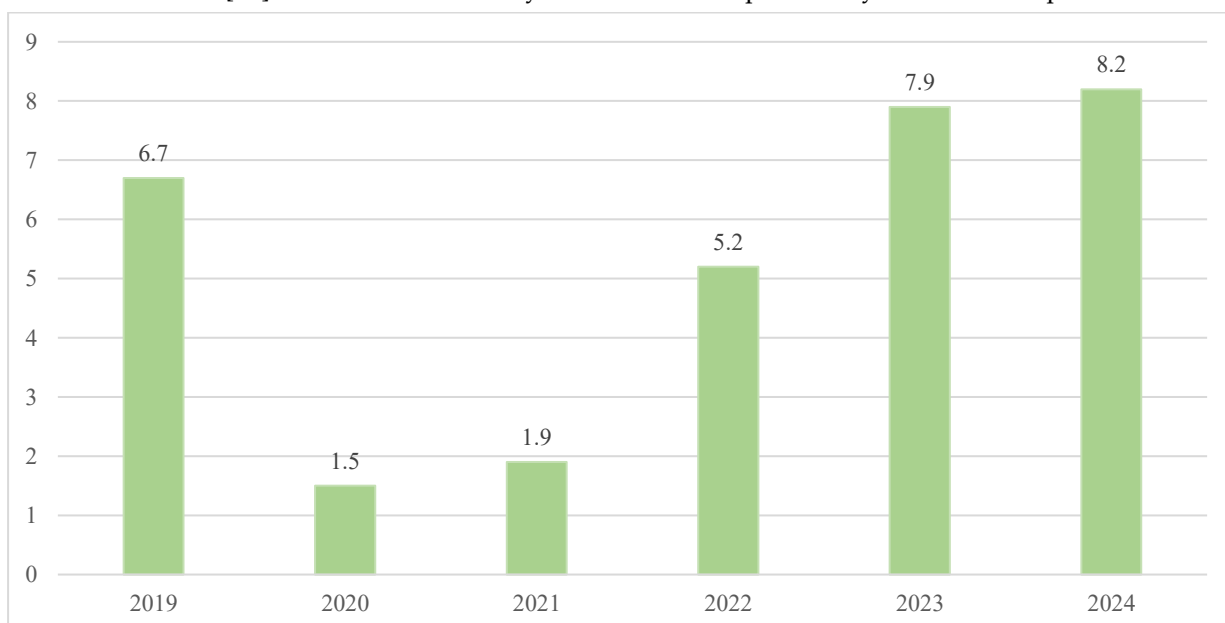
The study was aimed at identifying the factors that contribute to the increase in the export of services in the tourism sector and was conducted on the basis of theoretical and empirical methods. Theoretically, a systematic approach was used, based on the concepts of service export, competitiveness and tourism economy.

The empirical analysis used dynamic series analysis and comparative methods based on statistical data of Uzbekistan for 2017–2023. The relationship between the export of tourism services and investment, infrastructure and digitalization was assessed using a regression model.

This methodology allowed for the scientific substantiation of the organizational and economic mechanisms for increasing the export of tourism services.

## 3. Analysis and results

In recent years, the export of tourism services in Uzbekistan has become one of the most important areas of foreign exchange earnings of the national economy. The liberalization of visa procedures, the opening of new air routes, the expansion of the hotel industry and transport infrastructure, and measures aimed at the development of tourism clusters by the state have created the basis for the stable growth of the export of tourism services[10]. Statistical data clearly demonstrate the positive dynamics of this process.



**Figure 1.** Dynamics of tourism services exports in Uzbekistan (billion US dollars).

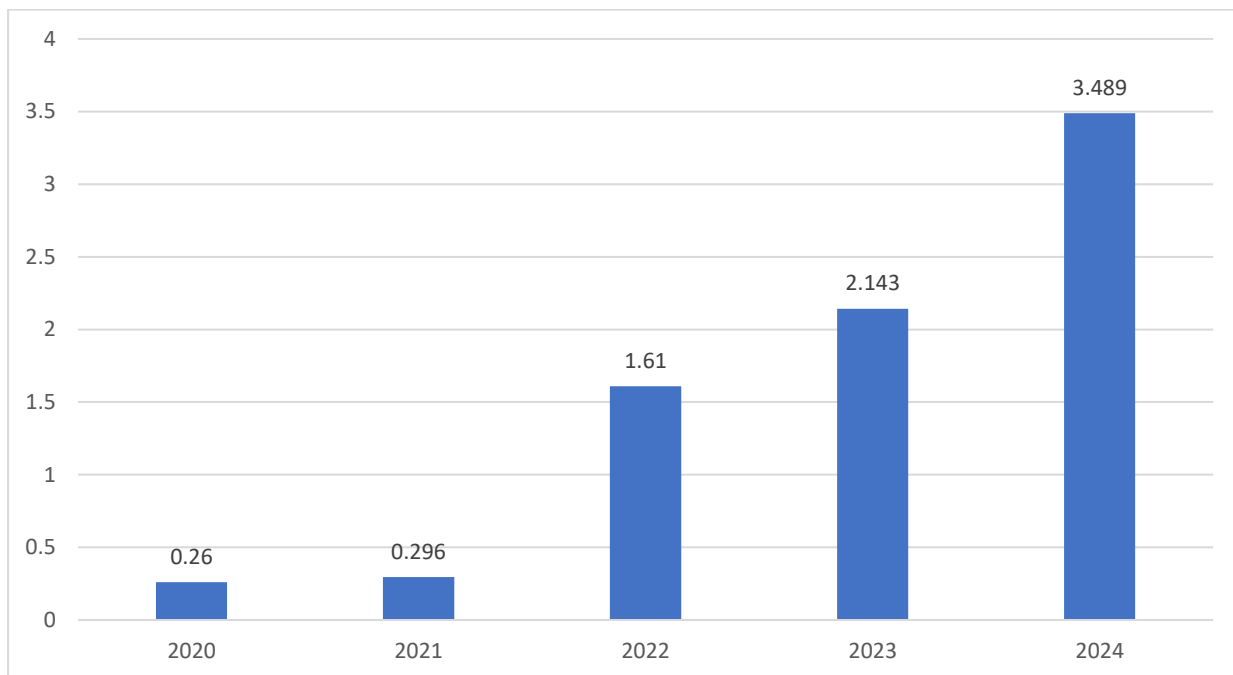
Until 2019, the export of tourism services had a steady growth trend, and in the pre-pandemic period, the export volume reached 951 million US dollars. During this period, tourism was formed as an important segment in the country's foreign economic activity.

In 2020, under the influence of the global pandemic, the export of tourism services sharply decreased, falling to 260 million US dollars. This indicates the high dependence of

the tourism sector on external factors and the close relationship between the volume of exports and the freedom of international movement.

A recovery process has been observed since 2021. In 2022, the export of tourism services reached 1.61 billion US dollars, entering a phase of sharp growth. In 2023, the export volume amounted to 2.143 billion US dollars. In 2024, this figure was recorded to increase to 3.489 billion US dollars. This represents an increase of almost 63 percent in one year. This growth indicates that the export of tourism services has passed the post-pandemic recovery stage and entered a phase of rapid development.

The growth in export volumes is explained not only by the increase in the number of tourists, but also by the increase in average spending per tourist. This indicates an expansion in the share of services with high added value[11].



**Figure 2.** Dynamics of the number of foreign tourists (million people).

Xorijiy turistlar oqimi tahlili shuni ko'rsatadiki, 2019 yilda 6,7 mln nafar turist visited, in 2020 this figure decreased to 1.5 million. Since 2022, the recovery process has accelerated, and in 2023, 7.9 million foreign tourists visited Uzbekistan, and in 2024, 8.2 million.

These indicators confirm the importance of tourist flows as the main driver of tourism services exports. However, in 2023-2024, the growth rate of export volumes is higher than the growth in the number of tourists[12]. This indicates that the improvement of service quality, optimization of pricing policy, and diversification of services are increasing export volumes faster.

**Table 1.** Share of tourism services in Uzbekistan's service exports in 2024.

| Xizmatlar turlari                    | Ulushi, % |
|--------------------------------------|-----------|
| Transport xizmatlari                 | 46,4      |
| Turizm (sayohat) xizmatlari          | 40,0      |
| Telekommunikatsiya va AKT xizmatlari | 6,7       |
| Moliyaviy va sug'urta xizmatlari     | 3,1       |

|                  |       |
|------------------|-------|
| Boshqa xizmatlar | 3,8   |
| Jami             | 100,0 |

The table shows that in 2024, the export of tourism services accounted for 40 percent of total services exports. This indicator indicates that tourism has become the second largest export direction after transport services.

The 46.4 percent share of transport services is directly related to tourism and is closely related to the arrival and movement of foreign tourists. Thus, the export of tourism and transport services has a synergistic effect on each other.

Although the share of telecommunications and ICT services is 6.7 percent, indicating that the export of digital services is developing, tourism remains the dominant position in the export of services.

This structure shows that the tourism sector is emerging as the main driver of Uzbekistan's service exports. This indicates that there are opportunities to sustainably expand foreign exchange earnings by increasing the export of tourism services.

The export of tourism services generates not only direct foreign exchange earnings, but also additional economic activity in other sectors of the economy. According to the multiplier approach:

$$k = \frac{1}{1 - MPC}$$

If the marginal propensity to consume (MPC) is taken as 0.75, the multiplier coefficient is equal to 4. This means that every \$1 earned from the export of tourism services can generate an average total economic impact of \$4 in the economy[13].

This impact is realized through transport, trade, catering, crafts, hotel industry and other service sectors. Therefore, increasing the export of tourism services is an important instrument of national economic growth.

The results of the study showed that the export of services in the tourism sector of the Republic of Uzbekistan has entered a phase of stable growth in recent years. After a sharp decline during the pandemic, the rapid recovery and rapid growth of the volume of tourism services exports in 2022-2024 confirm that this sector has a high adaptive potential.

The analysis showed that although the growth of tourism services exports is primarily associated with an increase in the flow of foreign tourists, in recent years the volume of exports has been provided not only by the quantitative factor, but also by qualitative indicators, that is, by an increase in the average cost per tourist. This is explained by the structural diversification of tourism services, the expansion of high-value-added services, and the improvement of service quality[14].

The results of statistical and econometric analysis confirmed the existence of a positive relationship between the export of tourism services and the volume of investment, infrastructure development, and the level of digitalization[15]. In particular, investments in tourism infrastructure and the introduction of digital platforms are emerging as important determinants of increasing export potential.

#### 4. Conclusion

Multiplier analysis has shown the large-scale impact of tourism services exports on the national economy. Foreign exchange earnings from tourism generate additional economic activity in transport, trade, catering, crafts and other service sectors. This allows us to assess tourism not only as an important direction of service exports, but also as a complex driver of economic growth.



Based on the results of the study, the following priority areas were identified to increase the export of tourism services:

- balanced development of tourism infrastructure across regions;
- strengthening integration with digital marketing and global booking platforms;
- development of high-value-added tourism types (cultural, medical, business, ecological);
- bringing service quality standards into line with international standards;
- improving the investment climate based on public-private partnerships.

In general, in the conditions of Uzbekistan, organizational and economic mechanisms for increasing the export of tourism services should be implemented on the basis of an integrated approach. Along with the quantitative growth of tourism exports, it is necessary to consider the qualitative deepening of tourism exports, that is, increasing foreign exchange earnings per tourist, as a strategic priority. This approach will further strengthen the role of the tourism sector in the national economy and ensure external economic stability.

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