

**IMPROVEMENT OF MANAGEMENT PROCESSES FOR TOURISM
SERVICE ENTERPRISES IN THE FERGANA VALLEY****Mamatqulov Zarifbek Sharifjonovich**

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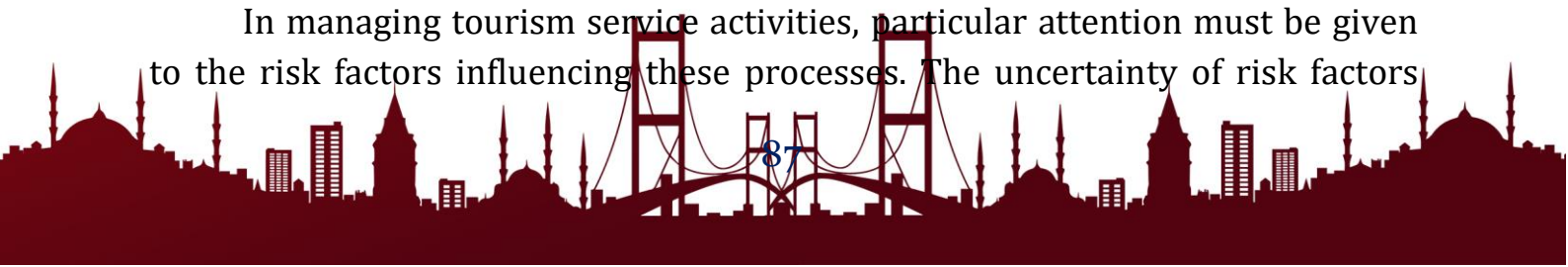
Annotation: This article examines the management processes of tourism service enterprises in the Fergana Valley, emphasizing the need for a cohesive management approach supported by government structures. The author discusses the complex socio-economic system of tourism services, highlighting the essential role of efficient management in providing quality services for profitability. Addressing risk factors and their uncertainties, the article suggests a multi-scenario approach to forecast future industry conditions, accommodating tourism services' evolutionary dynamics. The paper also explores the hierarchical structure of tourism service systems, from global to local levels, advocating for scientific development of tourism taxonomy to better understand regional interdependencies within the industry. This study underscores the importance of tourism services as a significant part of regional economic development and the social need for leisure activities.

Keywords: Tourism management, Fergana Valley, tourism services, socio-economic system, risk factors, scenario planning, tourism taxonomy, regional tourism hierarchy, leisure industry, economic development.

The activity of providing tourism services, like other sectors within the tourism industry, requires organizing management processes in a cohesive system and necessitates ongoing support from governmental management structures. Although various conceptual approaches have been presented in studies on tourism service management, most of these have emphasized regional characteristics. Research results indicate that it is essential to approach tourism service management not only from a regional perspective but also by considering the perspectives of the entities involved in the activities.

The system for delivering tourism services is a complex network of socio-economic relationships among companies that possess tourism resources and infrastructure. This system requires efficient management aimed at the provision of high-quality services to ensure profitability within the sector. The concept of a "complex system" refers to a multi-layered structure with nonlinear interconnections.

In managing tourism service activities, particular attention must be given to the risk factors influencing these processes. The uncertainty of risk factors



and the continuous evolution of the field enhance the complexity of the systems being considered. By identifying and analyzing the existing risks and their levels, a comprehensive, step-by-step approach for management based on scientific hypotheses and critical trends can be developed. Given that single-variant forecasts often have a higher risk of error, developing multiple scenarios for future situations is advisable, with each scenario grounded in extensive and objective assessments of existing risk factors.

Tourism service enterprises have unique developmental stages, structures, and histories tied to specific regions. Each enterprise occupies a distinct position in the geographic division of labor. The primary driving force behind the development of tourism service activities is the societal demand for leisure services.

The scale of tourism service activities is one of the factors that determines their economic and managerial efficiency. Based on the characteristics of the system, activities can range from a local level to an international scope. In other words, it is possible to create conditions for the development of tourism services on a national level, across several countries, or in specific regions (such as provinces, districts, cities, villages, etc.). International tourism plays a crucial role in global tourism service activities. It directly impacts the economy through expenses, reflecting the total expenditure of consumers.

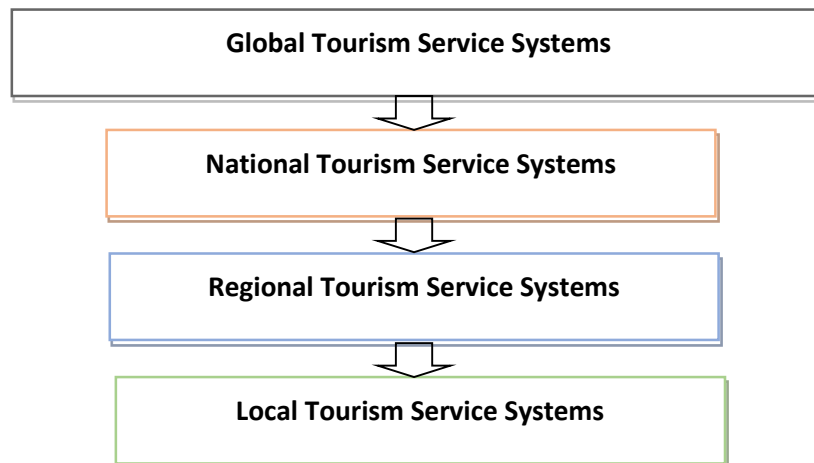
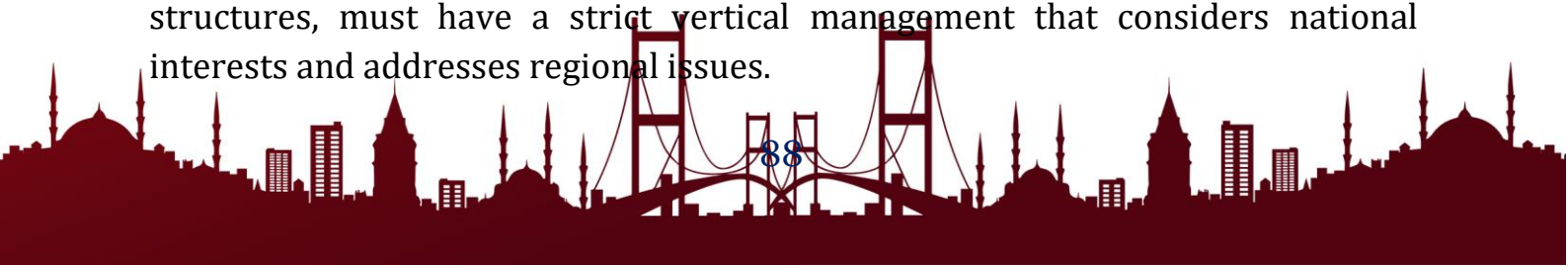


Figure 1: Hierarchical Structure of Tourism Service Activities by Region

National tourism service systems define the nature and development level of tourism destinations globally and regulate relevant sectoral activities on a regional scale. This system, which includes regional and local tourism service structures, must have a strict vertical management that considers national interests and addresses regional issues.



Thus, tourism service systems are interconnected by space and scale, collectively forming a single, complex system for tourism destinations at a high level within the country or region. Each tourism service system reflects the regional division of labor within the national economy, existing as an objective reality in the process of economic development. Tourism service systems do not exist in isolation but in close association with other regions, sharing similar characteristics specific to broader areas. The need for scientifically advancing the taxonomy of tourism service activities becomes evident. The hierarchical structure of tourism service systems includes various independent smaller systems, clusters of complexity, and regionally structured systems.

The regional structure of tourism service activities consists of interconnected hierarchical levels. At the top lies the national level, followed by regional, territorial, and micro-regional tourism destinations.

The territory of tourism services is a part of the social space and is closely linked to the subject of leisure activities, such as free time. Therefore, one can speak about a leisure area for individuals, groups, regional populations, countries, etc. The formation of the activity area is based on selection, with activities that meet the diverse needs for recreation, as well as the demands and conditions of related activities, being chosen accordingly.

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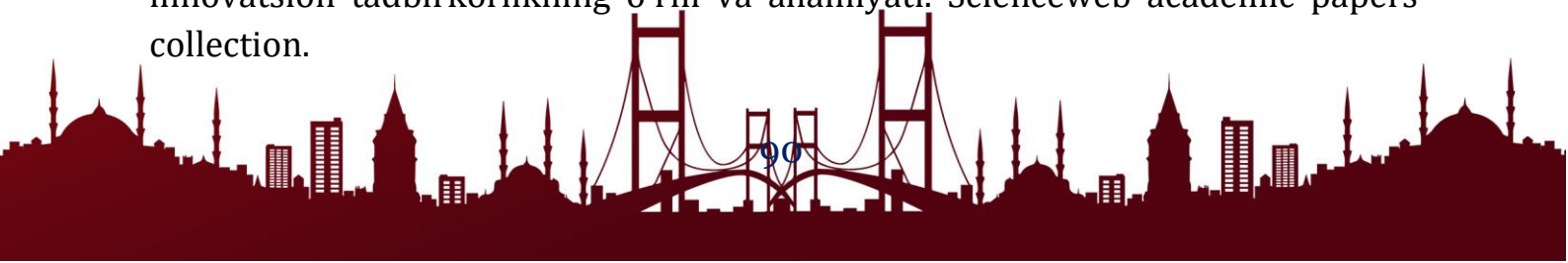
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