

## **The Main Strategy Directions for Improving Tourism Authority**

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**Abstract:** The article presents proposals aimed at improving the effective management system in the field of tourism based on strategy and tactics, increasing the efficiency of using human resources as the main strategy of business in the long-term perspective in the tourism industry.

**Keywords:** Effective management in the field of tourism, tourism industry, strategic planning, economic development, resources, and tourism policy.

Effective management systems in the field of tourism can be improved based on strategy and tactics. In the tourism industry, in the long-term perspective, attention is being paid to increasing the efficiency of using human resources as the main business strategy. A strategy is needed to accurately predict the future, which is the art of prospecting, analyzing different scenarios, and the idea of a competitive advantage in the future.

In tourism, strategic planning is carried out based on strategy. It mainly consists of choosing the main goals of the tourism firm's activity, and it is aimed at determining the last results to be recorded, taking into account the means and methods of achieving the set goals and providing the necessary resources. The principle of long-term planning is from the past to the future, and that of strategic planning is from the future to today, so the developed strategies show the impact of the future on today's decisions.

Strategy (from the Greek "strategos") directly means "the art of a general with special powers", and when translated into civilian language, it means the art of high leadership. A strategist is a leader with high powers. According to I. Ansoff's definition, the strategy essentially represents a set of rules for decision-making in the management of the organization's activities. In the current period, the strategy of the enterprise determines the purpose, means, and limits of its possible actions.

If we turn to the concept of "strategy", we can find its explanation in various ways in the literature of the present time. For example, in some cases, strategy is used in the sense of developing a long-term goal, that is, it is complex planning in a broad sense, divided into parts, aimed at ensuring the achievement of the goal and its organization. An example of the common point of view of researching the essence of strategy at the city level is the following three steps of B.S. Dzhikharevych's work:

- firstly, the economic strategy (strategy in the narrow sense) is a set of documents about measures and resources that will help bring the state of the city's economy closer to the future as desired by city leaders.
- secondly, the strategic plan of economic development is a set of documents, a strategic program containing a block of documents implementing it, and an economic strategy that implements the concept of the economic policy of local government departments, a two-year visible measure - is a plan of events.
- Third, economic strategy as a process is a system of documents on strategic management. They are considered complex organizational systems and processes, they are schemes that implement the economic strategy of a clear, constantly reproducing city and ensure the realization of strategic goals and tasks.

If we analyze the above definitions of the economic strategy as a predictive-analytical document, the definition of the economic strategy and the strategic plan of economic development completely coincide with the definition of the concept of economic development discussed above. Thus, these categories are very close to each other, and the use of the definition "strategic plan" is completely justified.

In our opinion, it is necessary and appropriate to draw up a long-term strategic plan for tourism development, because it is the result of the strategic planning process, and it is achieved through the annual plan for the implementation of the current strategy - forecasts and targeted problem programs. Considering that the strategic plan is the main document of the strategic planning system, it is possible to consider the development of tourism for the Republic of Uzbekistan, that is, for the entire country and individual subjects, as the main component of strategic management.

To clarify the relationship between the concepts of "strategy" and "strategic plan", we will try to define the meaning of strategy, which is explained in the works of the famous classics of strategic planning: I. Ansoff, R. Akoff, W. King, D. Cleland, G. Kuhns, and S. Donnellan. I. Ansoff's strategy means "an organization uses a set of rules to make decisions during its activities." In this case, he was able to see that the strategy is a tool for the development of the future goal. Other definitions are close to these ideas and are described in the literature on this problem. Thus, the categories "strategy" and "strategic plan" can be considered as a whole and a part of it, depending on the state of interdependence, that is, in other words, it is appropriate for the strategic plan to include the main states of the strategy.

The tourism policy of the state is based on strategy and tactics. Strategy means the method of using tools and general directions to achieve the set goal. It allows you to put together actions that do not negate the adopted strategy, put aside all other options, and solve the task at hand. The tourism strategy determines the state activities in the field of tourism development and reorganization. This activity is primarily aimed at developing a general concept of targeted programs and development, which require time and significant financial resources for implementation.

A tactic is a way of someone's behavior chosen to achieve a certain goal. Tourism tactics are methods of achieving the goal set in specific conditions and specific measures (for example, the procedure for licensing international tourism activities, pricing, and taxation in tourism). The purpose of tourism tactics is to choose the most optimal solution in this economic situation.

Tourism strategies and tactics are widely used to increase efficiency in tourism. First of all, a strategy is needed to accurately predict the future. Strategy is the art of prospect research, the art of analyzing different scenarios, and an important idea that gives hotels a competitive advantage in the future.

Diversification of tourism products and services aimed at different segments of the tourism market in our republic, increasing their competitiveness, creating an acceptable and comfortable

environment for domestic and international pilgrimage tourism, expanding transport routes, improving the quality of transport services, widely promoting tourism products, and to strengthen the image of our country as a safe destination for travel and recreation, the following will be implemented:

- During the celebration of the Nowruz national holiday, Independence Day, and New Year holiday, as well as the religious holidays of Ramadan (Id al-Fitr) and Eid al-Adha (Id al-Adha), the days that are not worked due to additional and relocation are less than three days. is determined for a period of not more than;
- the system of "family travel leave" of not less than five working days, which provides for traveling together with parents, relatives, the elderly, and teachers, will be introduced. In this case, "family travel leave" is provided at the expense of annual basic leave and is carried out with the consent of the employer by collective agreements;
- Starting from March 1, 2021, citizens of the Republic of Uzbekistan and non-citizens permanently residing in the Republic of Uzbekistan will be charged a tourist (hotel) fee for each day of their stay, determined by the Cabinet of Ministers. In this case, the tourist (hotel) fee is directed to the financing of measures aimed at promoting and encouraging domestic tourism, ensuring the occupancy of accommodation facilities during the low tourism season;
- flights of foreign airlines to the Republic of Uzbekistan within the framework of the "Umra+" program aimed at organizing trips of foreign tourists from Indonesia, Bangladesh, and Malaysia to the Republic of Uzbekistan will be carried out without hindrance except for the safety rules of landing and flight;
- information aimed at the wide promotion of the republic's tourism demonstration objects, familiarization of citizens with rich natural, cultural, and historical heritage objects, and popularization of domestic tourism (not intended for commercial purposes) is equated with information on issues of spirituality and enlightenment.

These events are also considered a program of measures to form the flow of tourists in our republic and create the necessary conditions for them.

The tourism development strategy includes strategic goals, indicators expected to be achieved, and working and monitoring programs. The implementation of the measures specified in this strategy will help the transition of the tourism sector to an active growth cycle and increase its competitiveness at the national and international levels. With the implementation of the adopted program in the field of tourism, the tourism services provided will continue to develop and expand based on market laws. The successful implementation of the tourism strategy depends on the active participation of the responsible organization and local tourism business representatives in achieving the set strategic goals.

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