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# Organizational and Economic Mechanisms for Increasing Service Exports in the Tourism Sector

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**Abstract:** This article examines the organizational and economic mechanisms for increasing service exports in the tourism sector, using the example of Uzbekistan. The macroeconomic significance of tourism service exports, the formation of foreign exchange revenues, and their impact on economic growth are analyzed. The relationship between the dynamics of tourism exports, the volume of investments, and service quality is evaluated through an econometric model. The author proposes a comprehensive organizational and economic mechanism aimed at enhancing tourism service exports. The findings of the study provide an opportunity to develop practical recommendations for strengthening the export potential of tourism services.

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## 1. Introduction

In the global economy, the service sector has demonstrated a stable growth trend over 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 ensuring economic growth, employment generation, regional development, and balancing foreign trade accounts worldwide. According to data from United Nations World Tourism Organization, the tourism industry accounts for nearly 10 percent of global GDP and approximately 8–9 percent of total global employment. Tourism service exports are also considered one of the principal sources of foreign exchange earnings in many countries.

Tourism service exports refer to foreign currency revenues generated from services provided to foreign citizens within the territory of a country. These revenues include hotel services, transportation, catering, cultural and entertainment services, excursion services, medical tourism, and pilgrimage tourism. In economic terms, tourism exports are regarded as “invisible exports,” making a positive contribution to the current account section of the balance of payments [1].

Under conditions of globalization, the development of transport and logistics infrastructure, the widespread introduction of digital platforms, and the growth of international tourist flows have intensified competition among countries in the tourism services market. In modern conditions, the growth of tourism exports depends not only on natural and cultural resources, but also on service quality, infrastructure standards, marketing strategies, and the effectiveness of organizational and economic mechanisms.

In the Republic of Uzbekistan, the development of the tourism sector has been identified in recent years as one of the priority directions of state policy. The liberalization of visa regulations, modernization of infrastructure, construction of new hotels and tourism facilities, and expansion of domestic and international air connections have contributed to increasing tourist flows. As a result of reforms implemented since 2017, the number of foreign visitors to the country has risen sharply, thereby supporting the growth of tourism service exports [2].

However, the sharp decline in tourism activity during the global pandemic demonstrated the high dependence of this sector on external factors. In the post-pandemic period, the restoration and sustainable development of tourism has become even more relevant. In particular, traditional approaches have proven insufficient for increasing tourism service exports, creating the need to develop new organizational and economic mechanisms.

Although tourism service exports in Uzbekistan are currently showing positive growth dynamics, their full potential has not yet been realized. Service quality, the level of digital transformation, marketing effectiveness, the investment climate, and uneven infrastructure development remain major constraints on tourism export expansion. In addition, the interrelationship between tourism service exports and economic growth, the efficiency of investments, and the multiplier effect of tourism have not been sufficiently studied in an integrated manner [3].

Foreign economists have extensively studied the relationship between tourism exports and economic growth, the multiplier effects of tourism, as well as issues of service quality and competitiveness. However, in the context of Uzbekistan, issues such as systematically modeling the organizational and economic mechanisms for increasing tourism service exports, assessing economic efficiency through integral indicators, and developing a comprehensive growth model have not been sufficiently explored as independent scientific research objects.

This circumstance determines the relevance of the present study. The aim of the research is to develop organizational and economic mechanisms for increasing service exports in the tourism sector using the example of Uzbekistan and to provide a scientific justification for their economic efficiency. To achieve this objective, the dynamics of tourism service exports are analyzed, the impact of investments and infrastructure development is assessed, and a comprehensive mechanism for enhancing tourism exports is proposed.

### **Literature Review**

The issue of increasing service exports in the tourism sector has been widely examined in foreign academic literature, primarily within the frameworks of tourism's impact on macroeconomic growth, the multiplier effect of tourism revenues, and destination competitiveness management concepts. Manuel Balaguer and Maria Cantavella-Jordá empirically substantiated tourism as a long-term driver of economic growth and confirmed the "tourism-led growth" hypothesis through cointegration and causality tests. According to their findings, the sustainable expansion of international tourism flows is highly responsive to economic growth and generates significant multiplier effects over time. This approach methodologically justifies the evaluation of tourism as an "invisible export" in increasing service exports, requiring simultaneous consideration of foreign exchange revenues and intersectoral linkages such as transportation, accommodation, catering, and cultural services [4].

Larry Dwyer and Peter Forsyth emphasize the measurement of tourism's overall economic contribution, including the use of Tourism Satellite Account methodology, modeling the effects of tourism demand changes on the economy through input-output and computable general equilibrium (CGE) approaches, and analyzing tourism investments, infrastructure, and public policy instruments. Their approach suggests that

when designing organizational and economic mechanisms for increasing tourism service exports, policymakers should focus not only on the number of tourists, but also on value added across the tourism value chain, fiscal returns, investment efficiency, and leakage factors such as imports, taxation, and outward income flows.

Within the competitiveness concept proposed by J. R. Brent Ritchie and Geoffrey Crouch, destination competitiveness is interpreted as an integrated system of resources, management, infrastructure, and market positioning. They introduced a competitiveness framework linking tourism development with social welfare. This perspective highlights the importance of destination management organizations (DMOs), service quality standards, branding, and market segmentation as key instruments for increasing tourism service exports.

In the context of Uzbekistan, studies on this topic have mainly developed around the efficiency of tourism service management, infrastructure factors, digital solutions, and instruments for improving export competitiveness. In particular, Karshiyeva Dilnoza Abduqodirovna associates the development of service exports, including tourism, directly with the implementation of the digital economy and innovative technologies. She proposes mechanisms such as expanding e-commerce, modernizing logistics infrastructure, and increasing the export of интеллектуал services to improve export efficiency. According to the author, increasing the volume of service exports requires harmonization between state policy, private sector initiatives, and an innovation-driven competitiveness model. This approach demonstrates the need to integrate marketing infrastructure, human capital potential, financial incentives, and digital transformation in tourism export development [5].

Jiyanov Nozim Shavkatovich examines the improvement of tourism service management mechanisms through the integration of institutional, economic, and digital governance elements. His studies note that while institutional and economic mechanisms for tourism development in Uzbekistan have received significant attention, digital governance, monitoring systems, and sustainability components remain insufficiently explored. The author substantiates the opportunities to increase tourism service exports through the introduction of an integrated management approach. This perspective emphasizes the necessity of combining export-oriented management systems—monitoring, evaluation indicators, and data-driven decision-making—with cooperation between the public and private sectors [6].

Yuldashev Ulug'bek Bahodirovich scientifically demonstrates that the uneven development of tourism infrastructure across the regions of Uzbekistan is a major factor constraining sustainable growth in tourist flows. The author particularly notes the importance of mobile technologies, electronic booking platforms, and digital navigation systems for the independent traveler segment. In addition, he proposes a methodology for identifying the strengths and weaknesses of tourism infrastructure based on foreign tourist reviews and online ratings. This approach provides a methodological basis for studying the direct impact of destination experience and online reputation on foreign exchange earnings generated through tourism service exports [7].

Astanakulov Olim Tashtemirovich investigated the impact of tourism on macroeconomic growth through econometric modeling and empirically substantiated that an increase in the number of tourists has a positive effect on economic growth. According to his conclusions, the tourism services sector is distinguished by faster investment returns, high profitability, and the opportunity to generate income in freely convertible foreign currency. This approach demonstrates the necessity of comprehensively considering investment efficiency, foreign exchange earnings, and revenue generation across the tourism value chain when developing mechanisms to increase tourism service exports [8].

In general, foreign literature tends to explain tourism service exports through the concepts of tourism-led growth, multiplier effects, and destination competitiveness,

whereas the studies of scholars in Uzbekistan increasingly prioritize digital governance, infrastructure, institutional cooperation, and factors determining the competitiveness of service exports. At the same time, research remains insufficient in evaluating the organizational and economic mechanisms for increasing tourism service exports in Uzbekistan based on integral indicators, proposing a holistic model built on the chain of “digital marketing–service quality–infrastructure–human capital–state incentives,” and empirically justifying its economic efficiency. This article is specifically aimed at filling this scientific gap.

## 2. Materials and Methods

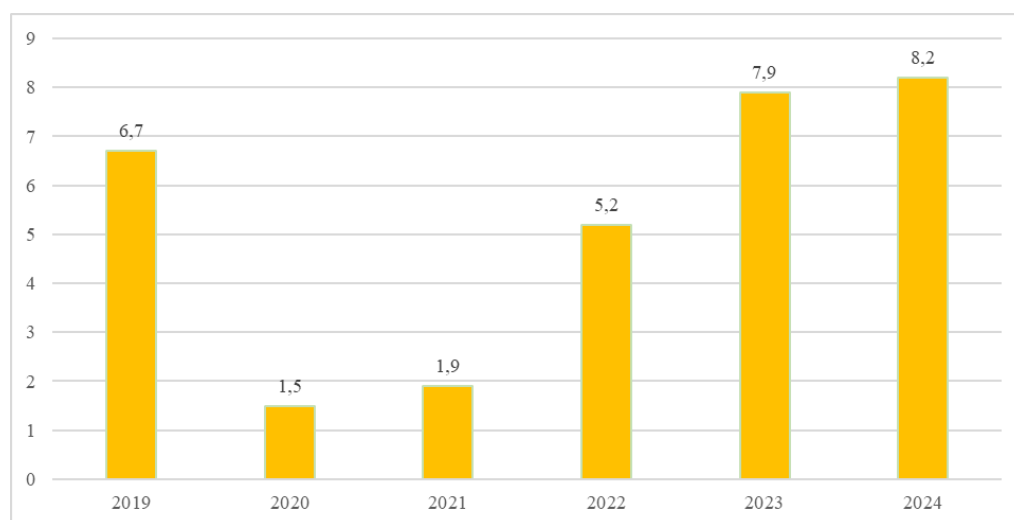
The research is focused on identifying the factors that contribute to increasing service exports in the tourism sector and was conducted using both theoretical and empirical methods. From a theoretical perspective, a systemic approach was applied based on the concepts of service exports, competitiveness, and tourism economics.

In the empirical analysis, time-series analysis and comparative methods were applied using the statistical data of Uzbekistan for the period 2017–2023. The relationship between tourism service exports and such factors as investment, infrastructure, and digitalization was evaluated through a regression model.

This methodology made it possible to provide a scientific basis for the organizational and economic mechanisms aimed at increasing tourism service exports [9].

## 3. Results and Discussion

In recent years, tourism service exports in Uzbekistan have become one of the most important sources of foreign exchange earnings for the national economy. Government measures aimed at visa liberalization, the opening of new air routes, the expansion of hotel and transport infrastructure, and the development of tourism clusters have created a solid foundation for the sustainable growth of tourism service exports. Statistical data clearly demonstrate the positive dynamics of this process.



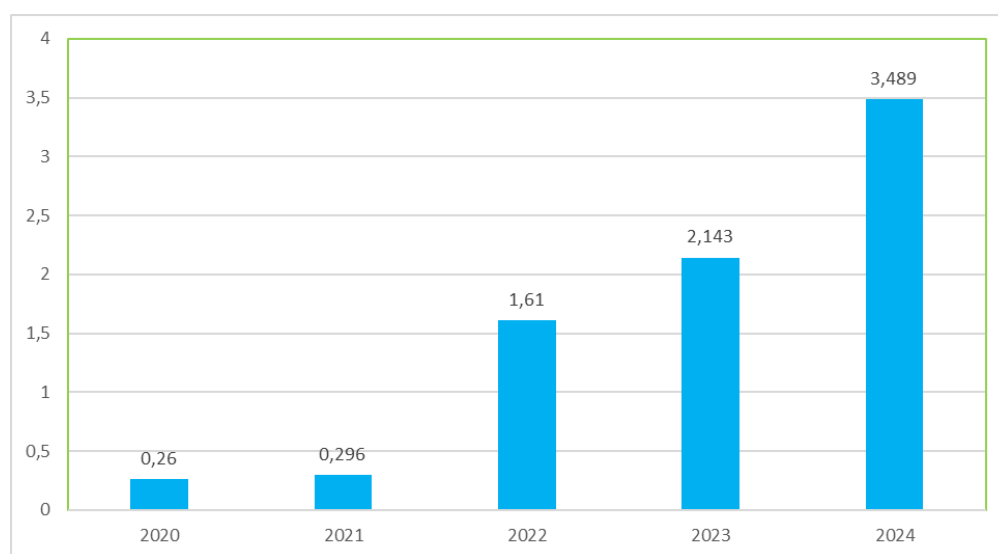
**Figure 1.** Dynamics of Tourism Service Exports in Uzbekistan (billion USD).

Until 2019, tourism service exports demonstrated a stable upward trend, reaching USD 951 million in the pre-pandemic period. During these years, tourism emerged as an important segment of the country’s foreign economic activity.

In 2020, under the impact of the global pandemic, tourism service exports sharply declined to USD 260 million. This situation revealed the high dependence of the tourism sector on external factors and confirmed that export volumes are closely linked to the freedom of international mobility [10].

Beginning in 2021, a recovery process was observed. In 2022, tourism service exports reached USD 1.61 billion, entering a phase of rapid growth. In 2023, export revenues amounted to USD 2.143 billion. In 2024, this indicator increased further to USD 3.489 billion. This represents approximately 63 percent growth within a single year. Such expansion indicates that tourism service exports have moved beyond the post-pandemic recovery stage and entered a period of accelerated development.

The growth in export volumes can be explained not only by the increase in the number of tourists, but also by the rise in average spending per visitor. This suggests an expanding share of higher value-added services within the tourism sector [11].



**Figure 2.** Dynamics of Foreign Tourist Arrivals (million persons).

Analysis of foreign tourist arrivals shows that 6.7 million tourists visited Uzbekistan in 2019, while in 2020 this figure declined sharply to 1.5 million due to the global pandemic. Beginning in 2022, the recovery process accelerated, with 7.9 million foreign tourists visiting in 2023 and 8.2 million in 2024.

These indicators confirm that tourist inflows remain the principal driver of tourism service exports. However, it is observed that during 2023–2024, the growth rate of export revenues exceeded the growth rate in tourist numbers. This suggests that improvements in service quality, optimization of pricing policies, and diversification of tourism services have contributed to faster expansion of export earnings [12].

**Table 1.** Share of Tourism Services in the Structure of Service Exports in Uzbekistan, 2024.

Types of services	Share, %
Transport services	46,4
Tourism (travel) services	40,0
Telecommunications and ICT services	6,7
Financial and insurance services	3,1
Other services	3,8
Total	100,0

As shown in the table, in 2024 tourism service exports accounted for 40 percent of total service exports in Uzbekistan. This indicates that tourism has become the second largest export category after transport services [13].

The 46.4 percent share of transport services is directly linked to tourism, as it is closely associated with the arrival and movement of foreign visitors. Therefore, tourism and transport service exports demonstrate a strong synergistic relationship.

The 6.7 percent share of telecommunications and ICT services reflects the growing development of digital service exports. Nevertheless, tourism continues to maintain its dominant position within the country's service export structure.

This composition suggests that the tourism sector is emerging as one of the key drivers of service exports in Uzbekistan. Consequently, expanding tourism service exports creates substantial opportunities for the sustainable growth of foreign exchange earnings [14].

Tourism service exports generate not only direct foreign currency revenues, but also additional economic activity across 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.

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 [15].

#### 4. Conclusion

The results of the conducted research indicate that service exports in the tourism sector of the Republic of Uzbekistan have entered a stage of sustainable growth in recent years. Following the sharp decline observed during the pandemic period, the rapid recovery and accelerated expansion of tourism service exports in 2022–2024 confirm the high adaptive potential of this sector.

The analysis revealed that although the growth of tourism service exports is primarily associated with the increase in foreign tourist arrivals, in recent years export expansion has been driven not only by quantitative factors, but also by qualitative indicators, namely the rise in average expenditure per tourist. This can be explained by the structural diversification of tourism services, the expansion of high value-added service segments, and improvements in service quality.

The results of statistical and econometric analysis confirmed the existence of a positive relationship between tourism service exports and the volume of investment, infrastructure development, and the level of digitalization. In particular, investments directed toward tourism infrastructure and the introduction of digital platforms have emerged as important determinants in increasing export potential.

Multiplier analysis demonstrated the broad impact of tourism service exports on the national economy. Foreign exchange earnings generated through tourism stimulate additional economic activity in transportation, trade, public catering, handicrafts, and other service industries. This allows tourism to be assessed not only as an important export category within the service sector, but also as a comprehensive driver of economic growth.

Based on the findings of the study, the following priority directions were identified for increasing tourism service exports:

- Balanced development of tourism infrastructure across regions;
- Strengthening digital marketing and integration with global booking platforms;
- Development of high-value-added tourism types such as cultural, medical, business, and eco-tourism;
- Alignment of service quality standards with international levels;
- Improvement of the investment climate through public-private partnership mechanisms.

In general, under the conditions of Uzbekistan, the organizational and economic mechanisms for increasing tourism service exports should be implemented through a comprehensive approach. Alongside quantitative growth, strategic priority should be given to the qualitative deepening of tourism exports, namely, increasing foreign exchange earnings per tourist. This approach will further strengthen the role of tourism in the national economy and contribute to ensuring external economic stability.

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