



IMPROVING THE ORGANIZATIONAL AND ECONOMIC MECHANISMS FOR DIVERSIFYING THE TOURISM MARK

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ABSTRACT: *This article examines that diversified enterprises are more stable and competitive than other enterprises; diversified enterprises are stable even in changing economic processes, receiving income from various unrelated sources.*

Keywords: Enterprise, diversification, competition, process, objective, subjective, factor, income, resource.

INTRODUCTION

Whether it is an entrepreneur or an owner, he is trying to further develop the business that he runs today and to increase his working capital. Enterprises can predict what will happen in the future, but they do not know for sure, because under the influence of certain subjective and objective factors, an enterprise that has been working steadily can go bankrupt. Thus, the diversification of the field of activity will allow the company to further increase its profitability, as well as to support the activity due to an additional source of income, if there is a decrease in performance as a result of some factors. However, in order to achieve diversification, the goal of this process is to clearly define the tasks, it is necessary to correctly assess the resources involved and potential risks. Today, the importance of diversifying many areas is growing. This is due to the fact that as a result of diversification processes, the level of economic risk for enterprises operating in a market economy is significantly reduced. In order not to be exposed to the risks associated with long-term investments in a particular type of activity, the company is considered suitable for today's businesses. While this, in turn, leads to a decrease in sales in one market, the costs can be offset by an increase in this indicator in another market. Therefore, diversified enterprises will be more stable and competitive than other enterprises. Diversified businesses are stable even in the face of changing economic processes and can generate income from many unrelated sources. It also allows businesses and organizations to expand their activities. At the same time, the development of a diversified enterprise depends on the correct planning of expenses, income and wages fund. In order to avoid the occurrence of various errors,



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Main part

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The main goal is to develop the necessary developments and key recommendations for improving the organizational and economic mechanisms for diversifying the tourism market with the following main tasks:

- analysis of the essence and main indicators of diversification;
- step-by-step economic assessment of the results obtained as a result of the analysis and diversification of the strategy of new industries;



- analysis of the diversification of the tourism market and its main directions;
- assessment of opportunities and prospects for diversification of the tourism market using the developed methods;
- assessment of economic and social benefits from the diversification of the tourism market as a result of the developed methods and approaches;
- analysis of the results obtained.

When solving problems, elements of logical, economic and statistical analysis and generalization, as well as general scientific methods were used.

Our foreign and Uzbek scientists have defined the concept of "Diversification" as follows:

Diversification is the simultaneous development of several types of activities separately from each other, as well as an increase in the range of goods and services.¹... This economic term consists of two words: diversus - to diversify and facere - to do. Thus, "diversification" means the expansion of an enterprise, an organization in order to maximize profits or reduce the level of risk.

Reasons for diversifying the tourism market include:

- the company has excess financial resources and the need to maintain a competitive advantage from the earliest stages of the industry's development;
- maintain stability in a competitive environment;
- in order to reduce business risks;
- not only by increasing the volume of services provided, but also when the goal is to make a big profit.

To diversify the tourism market, we must take into account that in practice there are other reasons, in addition to those listed above, namely: timely adaptation to changing market conditions; further expansion of the existing service process; firing workers from one department to ensure that they are hired for another new job; creation of appropriate conditions for the start of the work of branches as a legal entity, etc. But in practice, the need for diversification often arises when there are some obstacles in the activities of an enterprise or organization. In particular, such barriers usually arise in very fast-growing enterprises operating on a slow-growing network. If businesses operating in the tourism



emergence of new activities can lead to synergistic effects; the emergence of new activities can lead to synergistic effects; when an increase in cash flow creates a need to invest in this market and other sectors; the emergence of new activities can lead to synergistic effects; the emergence of new activities can lead to synergistic effects; when an increase in cash flow creates a need to invest in this market and other sectors; the emergence of new activities can lead to synergistic effects;

Diversification can be in two different directions. The first is the diversification of production, which includes: increasing the range of products; launching production in a new direction to improve efficiency; increase profits and prevent bankruptcy. The second direction of diversification is investing in various types of monetary assets, that is, investing in securities and tangible assets in order to reduce the level of risk.

So, most importantly, a business will need to thoroughly study the specifics of diversification before making important management decisions. You can also highlight the main advantages of diversification. First, diversification helps the business to operate in the long term. Secondly, diversification allows the company to expand its activities. In addition, diversification provides financial synergies and increases efficiency in the use of additional resources.

However, there are drawbacks to diversification: there must be a large-scale territory to be successful in diversification; the lack of sufficient knowledge and skills among employees to effectively manage the production process of a new type of product; investment in new technologies should be sufficient; and finally, diversification is a growth strategy that takes time to generate profits. Thus, the services of independent experts can also be used to assess the opportunities and potential risks of the company, as well as its willingness to diversify.



Pros and cons of diversification

Table 1

Disadvantages of diversification	Positive aspects of diversification
The emergence of some problems in the planning and financing of various activities	The ability of an enterprise to maintain financial stability during a crisis
Failure to properly manage unrelated business lines	The emergence of an opportunity to effectively allocate available funds in areas for investment in new activities.
The emergence of various losses as a result of investing in the activities of unprofitable enterprises, leading to a decrease in the company's profits.	The emergence of opportunities to offer new types, expanded services.
The emergence of difficulties in the centralization of processes and accounting processes arising between different business areas.	The emergence of the possibility of paying off the debts of various enterprises and organizations.

However, the process of diversification is misunderstood as replacing one type of service with another, for example, removing a certain type of service provided by a travel agency or hotel and introducing a new type of service in its place. I don't mean diversification. If a travel agency or hotel is located in an urban area and opens a branch in the countryside and provides travel services upon request, this indicates the introduction of diversification. Another important condition for diversification is the search for sufficient funds. All this requires a certain level of financing, as well as the presence of tough competition today, which necessitates the use of available funds to diversify the activities of enterprises.

- attractiveness of the industry. With diversification, the invested capital should bring the expected level of profitability;
- the amount of expenses for diversification of the industry. Costs must not exceed expected profits;



- the emergence of additional features. Diversification should improve the efficiency of business units.

Before the diversification process begins, the goal must be clearly defined. Centralized diversification involves the development of new products from existing products in the industry, as well as the search for and use of additional opportunities. The vertical diversification strategy includes suppliers and consumers of raw materials. It also covers the commercial sector. The advantage of this form of diversification is that it allows complete control of the chain process from raw material to finished product. With horizontal diversification, the opportunities of the existing market increase due to new services created on the basis of new technologies.

Two different strategies are used for diversification:

- The strategy of centralized diversification means the search and use of additional opportunities for the production of new products within the framework of ongoing activities;

- As part of the diversification of the conglomerate, the company creates a completely new type of services and expands its activities, selling them in new markets.

The choice of one of these diversification strategies depends on taking into account the internal capabilities of the enterprise and the level of demand in the market.

This means that the diversification of the tourism market is a process that allows you to generate income from various sources in any changing environment, allowing travel firms and hotels to expand their market segment. Diversification is also divided into internal and external types of diversification:

The implication is that internal diversification will create a new type of service within existing travel companies and hotels.

External diversification will be associated with the opening of new branches of travel companies and hotels on the tourism market.

The third type of diversification is the opening of branches of a travel agency or hotel in certain areas.

Based on the foregoing, we can say that the introduction of any form of diversification of any tourism market or the implementation of certain stages requires good experience, and it is advisable to use mixed diversification.



So, in general, the diversification of the tourism market will require additional resources, before introducing existing changes, it must first be tested for a specific time or region, several diversification options have been developed to select a specific type of effective diversification. It is necessary to study foreign experience. The more alternatives there are, the easier it will be to choose the most effective type of diversification. Diversification differs from integration in that it manifests itself in the merger of organizations that are functionally unrelated to each other.

The use of advertising services to diversify the tourism market will lead to a further increase in the number of visitors. Basically, he studies the opinions of representatives of the social sphere, professionals who are real experts in their field, or specially selected people.

CONCLUSION

Consequently, diversification is an activity in which a travel agency or hotel can greatly benefit from expanding its activities in size, type and region, or reduce the level of risk. The main reasons for making decisions to diversify the tourism market are: the emergence of excess financial resources; be able to maintain and continue their activities in a highly competitive environment; reduce the level of risk associated with entrepreneurship; is to achieve great benefits by expanding the range of services provided.

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