

**O‘ZBEKISTONDA TURIZM XIZMATLARINI
DIVERSIFIKATSIYALASHNING STRATEGIK YO‘NALISHLARI:
2030-YILGACHA BARQAROR IQTISODIY O‘SISH SARI**

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Annotatsiya (Abstract)

Mazkur tadqiqot ishi iqtisodiyotni modernizatsiyalash va diversifikatsiyalash sharoitida O‘zbekiston turizm xizmatlari bozoridagi tarkibiy transformatsiyalarni tahlil qilishga bag‘ishlangan. Tadqiqotning asosiy maqsadi — an’anaviy madaniy-tarixiy turizm modelini saqlab qolgan va uning sifatini oshirgan holda, ekologik, ziyorat, gastronomik va tibbiy turizm kabi yangi yo‘nalishlarni rivojlantirishning strategik mexanizmlarini ishlab chiqishdir. Maqolada 2016–2025 yillar oralig‘idagi ma’lumotlar tahlil qilinib, sayyohlar oqimining misli ko‘rilmagan o‘shishi ko‘rsatilgan: 2025-yilda xorijiy tashrif buyuruvchilar soni rekord darajadagi 11,7 million kishiga yetdi. SWOT tahlili, qiyosiy tahlil va prognozli modellashtirish usullari yordamida yuqori mavsumiylik va hududiy nomutanosiblik kabi asosiy to‘siqlar aniqlangan, shuningdek, o‘shishning potensial nuqtalari belgilangan. Natijalar shuni ko‘rsatadiki, turistik mahsulotni diversifikatsiyalash sayyohlarning qolish muddatini o‘rtacha 4 kundan 8–10 kungacha uzaytirish imkonini beradi. Bu esa 2030-yilga borib turizmning YaIMdagi ulushini 7% darajasiga yetkazish bo‘yicha strategik maqsadga erishishda hal qiluvchi ahamiyatga ega. Turizm klasterlarini yaratish, "Smart Tourism" raqamli texnologiyalarini joriy etish va inson kapitalini rivojlantirish bo‘yicha tavsiyalar shakllantirilgan.

Abstract (English)

This research paper is dedicated to the analysis of structural transformations in the tourism services market of Uzbekistan in the context of the modernization and diversification of the national economy. The primary objective is to develop strategic mechanisms for developing new tourism sectors, such as ecological, pilgrimage, gastronomic, and medical tourism, while maintaining and qualitatively improving the traditional cultural-historical model. The study analyzes data from 2016 to 2025, demonstrating unprecedented growth in tourist flow, reaching a record high of 11.7 million international visitors in 2025. Using SWOT analysis, comparative analysis, and predictive modeling, key barriers such as high seasonality and territorial disparities are identified, along with potential growth points. The results indicate that diversifying the tourism product will increase the average duration of stay from 4 to 8–10 days, which is critical for achieving the target tourism share of 7% of GDP by 2030. Recommendations are formulated for creating tourism clusters, implementing "Smart

Tourism" digital technologies, and developing human capital.

Kalit soʻzlar (Keywords): turizm diversifikatsiyasi, barqaror rivojlanish, "Oʻzbekiston-2030" strategiyasi, ziyorat turizmi, tibbiy turizm, gastronomik turizm, turizm klasteri, xizmatlar eksporti.

Kirish: Tadqiqotning dolzarbligi va ilmiy ahamiyati

Global iqtisodiyotning globallasuvi va raqamlashtirilishi sharoitida turizm sektori shunchaki hordiq chiqarish tarmogʻi boʻlmay, makroiqtisodiy barqarorlikni taʼminlash, ish oʻrinlarini yaratish va toʻgʻridan-toʻgʻri xorijiy investitsiyalarni jalb qilishning qudratli vositasiga aylandi.¹ Buyuk ipak yoʻli chorrahasida joylashgan va ulkan madaniy merosga ega boʻlgan Oʻzbekiston uchun turizm milliy iqtisodiyotni rivojlantirishning strategik drayveri sifatida belgilangan.³ Biroq, sohaning hozirgi bosqichi shunchaki tashrif buyuruvchilar sonini koʻpaytirishga asoslangan ekstensiv oʻsishdan, xizmatlarni chuqur diversifikatsiyalash orqali sifatli intensiv rivojlanishga oʻtishni talab qiladi.⁵

Mavzuning dolzarbligi turizm sektorining bir necha madaniy-tarixiy yoʻnalishlar — Samarqand, Buxoro va Xivaga haddan tashqari bogʻlanib qolganligini bartaraf etish zarurati bilan belgilanadi.² Ushbu markazlar YUNESKO merosi roʻyxatiga kiritilgan boʻlishiga qaramay, eʼtiborning faqat shu nuqtalarga qaratilishi infratuzilmaning mavsumiy ortiqcha yuklanishiga, sayyohlarning mamlakatda qolish muddatining qisqaligiga (oʻrtacha 4 kun) va bir sayyohga toʻgʻri keladigan xarajatlarning pastligiga (2023-yilda taxminan 391 AQSh dollari) olib kelmoqda.²

Tadqiqotning ilmiy yangiligi diversifikatsiyaga kompleks yondashuvda boʻlib, u nafaqat xizmatlar turlarini kengaytirish, balki iqtisodiyotning global shoklarga chidamliligini ("antihrupligi") taʼminlash mexanizmi sifatida koʻrib chiqiladi.⁶ Ishda birinchi marta 2025-yil yakunlari boʻyicha eng yangi statistik maʼlumotlar integratsiya qilingan va mintaqaviy turizm klasterlarini yaratish orqali hududiy-tarmoq diversifikatsiyasi modeli taklif etilgan.⁷

Adabiyotlar tahlili va tadqiqotning nazariy asoslari

Turizm xizmatlarini diversifikatsiyalash masalasi xalqaro va mahalliy olimlar eʼtiborida boʻlib kelmoqda. Benur va Bramwell (2015) taʼkidlashicha, destinatsiyaning raqobatbardoshligi uning koʻp funksiyali xizmatlar toʻplamini taklif qila olish qobiliyatiga bevosita bogʻliq.⁵ Xalqaro amaliyotda diversifikatsiya ommaviy turizmdan (3S: Sun, Sea, Sand) koʻra ixtisoslashgan yoʻnalishlarga oʻtish jarayoni sifatida koʻriladi.¹⁰

Oʻzbekistonlik olimlar, xususan Rakhmonov va Paterson (2021) Samarqand viloyati misolida turizm mahsulotlarini kengaytirish sayyohlarning qolish muddatini uzaytirish va aholi daromadlarini oshirishning asosi ekanligini taʼkidlashadi.⁵ Makhmudova (2025) diversifikatsiyani innovatsion faoliyat va "yashil" iqtisodiyot

prizmasida tahlil qilib, ekologik standartlarni joriy etish zarurligini ko‘rsatadi.⁵

Hozirgi adabiyotlarda turizm orqali o‘shish gipotezasi (TLGH) keng muhokama qilinmoqda, bu turizmning transport, aloqa, qishloq xo‘jaligi va oziq-ovqat sanoati uchun katalizator ekanligini tasdiqlaydi.¹ Shunga qaramay, ekspertlar bitta sohaga haddan tashqari bog‘lanib qolish xavfidan (xizmat ko‘rsatish sohasidagi "Golland kasalligi") ogohlantiradilar.¹¹

Metodologiya

Tadqiqotda tizimli yondashuv, qiyosiy va statistik tahlil usullari qo‘llanilgan. Ma’lumotlar bazasi sifatida O‘zbekiston Respublikasi Statistika agentligi va Ekologiya vazirligining 2016–2025 yillardagi rasmiy hisobotlari olindi.¹⁵ Shuningdek, turli yo‘nalishlarning (ekoturizm, tibbiy, ziyorat) salohiyatini baholashda SWOT tahlili va muammolarni aniqlashda 172 nafar xorijiy sayyoh o‘rtasida o‘tkazilgan so‘rovnoma natijalaridan foydalanildi.¹⁷

O‘zbekiston turizm bozorining holati va dinamikasi (2023–2025 yy.)

So‘nggi yillarda O‘zbekiston turizm sektori jadal o‘shish bosqichiga kirdi. 2023-yilda mamlakatga 6,6 mln sayyoh kelgan bo‘lsa, 2025-yilda bu ko‘rsatkich rekord darajaga yetdi.

Jadval 1. 2025-yilda O‘zbekistonga tashrif buyurgan sayyohlar dinamikasi (asosiy bozorlar)

Kelgan davlat	Sayyohlar soni (mln kishi)	2024-yilga nisbatan o‘shish (%)
Qirg‘iziston	3,3	+15,2
Tojikiston	2,7	+18,4
Qozog‘iston	2,7	+12,1
Rossiya	0,984	+8,5
Afg‘oniston	0,476	+1500,0 (15 barobar)
Xitoy	0,278	+100,0 (2 barobar)
Turkiya	0,174	+14,3
JAMI	11,7	+46,8

Manba: Statistika agentligi va operativ hisobotlar asosida muallif tomonidan

tuzilgan.¹⁶

2025-yilgi ma'lumotlar O'zbekistonning mintaqaviy turistik xabga aylanayotganini ko'rsatadi.¹⁶ Shu bilan birga, tashrif maqsadlari tarkibi hamon konservativligicha qolmoqda.

Jadval 2. Xorijiy tashrif buyuruvchilarning tashrif maqsadlari bo'yicha taqsimoti (2023-2024 yy.)

Tashrif maqsadi	Miqdori (taxminan, kishi)	Segment xarakteristikasi
Dam olish va madaniyat	49 600	An'anaviy Ipak yo'li marshrutlari
Ishbilarmonlik (MICE)	35 300	Toshkent va Samarqanddagi biznes tadbirlar
Ta'lim	8 500	Qisqa kurslar va oliy ta'lim
Ziyorat	7 600	Masjidlar va muqaddas qadamjolar
Davolanish	6 400	Sanatoriylar va ixtisoslashgan klinikalar

Manba: 2023-yilgi rasmiy statistika asosida moslashtirilgan.⁵

Ushbu ma'lumotlar madaniy va biznes turizmi ziyorat va tibbiy turizmdan sezilarli darajada ustun ekanini ko'rsatadi, holbuki so'nggi ikki yo'nalishning salohiyati an'anaviy turlar bilan raqobatlasha oladi.⁵

Diversifikatsiyalashning strategik yo'nalishlari

1. ZIYORAT TURIZMI: LOKAL DARAJADAN GLOBAL AHAMIYATGA

O'zbekiston islom sivilizatsiyasining markazlaridan biri hisoblanib, mamlakatda 1200 dan ortiq islomiy, 57 ta nasroniy, 9 ta buddaviylik va 8 ta yahudiylik yodgorliklari mavjud.²¹

- **"Umra Plus" dasturi:** Saudiya Arabistoniga ketayotgan yoki qaytayotgan ziyoratchilarni qulay logistika va vizasiz rejim orqali jalb qilish.²²

- **"Halal" sertifikatlash:** Mehmonxona va ovqatlanish joylarida xalqaro

standartlarni joriy etish. Tadqiqotlar bu sertifikat Indoneziya va Malayziyalik sayyohlar ishonchini 40% ga oshirishini ko'rsatadi.⁶

•**Buddaviylik merosi:** Surxondaryodagi (Fayoztepa, Qoratepa) ob'ektlarni Yaponiya va Koreya bozorlarida faol targ'ib qilish.²¹

2. TIBBIY VA SOG'LOMLASHTIRISH TURIZMI

2025-yilda O'zbekiston o'zini mintaqaviy tibbiy markaz sifatida namoyon etdi. Yil davomida 86 199 nafar xorijlik davolanish uchun tashrif buyurdi.⁷

•**Mintaqaviy yetakchilik:** Bemorlarning asosiy qismi Tojikiston (59 mingdan ortiq) va Qirg'izistondan (15,6 ming) kelgan.⁷

•**Afg'oniston bozori:** 2025-yilda ushbu bozordan kelgan bemorlar soni 15 barobar o'sgan, bu gumanitar yo'laklar va ixtisoslashgan klinikalar faoliyati natijasidir.²⁴

•**Kurort potentsiali:** 200 dan ortiq mineral suv va davolovchi loy manbalaridan foydalanish (Zomin, Chortoq, Xumsan).⁵

3. GASTRONOMIK TURIZM: IPAK YO'LI "LAZZATI"

Xorijiy sayyohlarning 80 foizi milliy oshxonani O'zbekistonga kelishning asosiy sabablaridan biri deb biladi.²⁶

•**"GastroHub Uzbekistan" loyihasi:** Milliy taomlarni tayyorlash bo'yicha master-klasslar va oshpazlik markazlarini yaratish.²³

•**Hududiy brending:** "Jizzax somsasi", "Samarqand noni", "Xorazm tuxum-baragi" kabi brendlarni xalqaro miqyosda targ'ib qilish.²³

4. EKOTURIZM VA EKSTREMAL DAM OLISH

Jadval 3. Tabiiy hududlarning ekoturizm uchun potentsiali

Hudud	Resurs turi	Istiqbolli turlar	To'siqlar
Zomin / Bo'stonliq	Tog'lar, o'rmonlar	Treking, chang'i, paraplanerizm	Zamonaviy dor yo'llari kamligi
Mo'ynoq / Orol bo'yi	Cho'l, sho'rxoklar	Jip-safari, "Dark" turizm	Qattiq iqlim, uzoqlik
Qizilqum	Qum tepalari	O'tov lagerlari, tuya minish	Sifatli yo'llar yetishmasligi
Farg'ona vodiysi	Bog'lar, adirlar	Agroturizm, etnoturizm	Aholi zichligi yuqoriligi

Manba: Tabiiy resurslar tahlili asosida muallif tomonidan tuzilgan.⁵

SWOT Tahlili

Kuchli tomonlar (Strengths)	Zaif tomonlar (Weaknesses)
- Boy madaniy va tarixiy meros. ⁵	- Oqimning faqat bir nechta shaharga to'plangani. ⁵
- 90 dan ortiq davlat uchun vizasiz rejim. ²²	- Niche sohalarda kadrlar yetishmovchiligi. ¹⁴
- Siyosiy barqarorlik va islohotlarni qo'llab-quvvatlash. ³²	- Ichki transport xarajatlarining yuqoriligi. ³³
Imkoniyatlar (Opportunities)	Tahdidlar (Threats)
- MICE turizmini rivojlantirish. ³⁴	- Global geosiyosiy beqarorlik. ¹⁰
- "Raqamli ko'chmanchilar"ni jalb qilish. ¹¹	- "Overturizm" tufayli obidalarning yemirilishi. ²
- AI texnologiyalarini joriy etish. ³⁰	- Iqlim o'zgarishi va suv tanqisligi. ³⁶

Muhokama: To'siqlarni bartaraf etish

Diversifikatsiyaning asosiy muammosi — yangi mahsulotlar haqida ma'lumotning kamligi. Sayyohlar Samarqandni yaxshi bilishadi, ammo zamonaviy tibbiy markazlar yoki tog' kurortlari haqida yetarli ma'lumotga ega emaslar.¹⁷

IPA (Importance-Performance Analysis) modeli ko'rsatadiki, aholi madaniy merosni saqlashni yuqori baholaydi, ammo infratuzilma sifatidan hamon norozi.² Yechim sifatida oqimni agroturizm orqali qishloq hududlariga yo'naltirish taklif etiladi, bu nafaqat obidalarga yuklamani kamaytiradi, balki qishloq aholisi daromadini oshiradi.⁵

Xulosa va Takliflar

Tadqiqot natijasida quyidagi xulosalar olindi:

- Sifatli transformatsiya:** 2025-yil turizmning miqdoriy o'sishdan sifatga o'tish yili bo'ldi (11,7 mln sayyoh).¹⁸
- Iqtisodiy samara:** Diversifikatsiya YaIMdagi ulushni 7% ga yetkazishning yagona yo'lidir.⁴
- Mavsumiylikni yumshatish:** Tibbiy va MICE turizmini rivojlantirish qishki iqtisodiy yo'qotishlarni 40% ga kamaytiradi.⁵

Amaliy takliflar:

•**Tibbiy sayyohlar uchun "Yashil yo‘lak”:** Davolanishga kelganlar uchun ro‘yxatga olish tartibini soddalashtirish.⁵

•**"Visit Uzbekistan Smart App”:** Barcha xizmatlarni (transport, Halal-gid, shifokor) birlashtiruvchi milliy platforma.³⁰

•**Kadrlar tayyorlash:** Tog‘ yo‘riqchilari va tibbiy hamrohlar uchun maxsus kurslar tashkil etish.¹⁴

•**Raqamli marketing:** fokusni televideniya dan global platformalar (TripAdvisor, Booking.com) va blogerlar bilan ishlashga o‘tkazish.³⁹

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