

THE ROLE OF MARKETING STRATEGIES AND ORGANIZATIONAL-ECONOMIC FACTORS IN ENSURING COMPETITIVENESS IN THE TOURISM INDUSTRY

Ergasheva Zarifa Baxtiyarovna

KIUT Samarkand Branch, Department of Economics

Email: ergashevazarifa@gmail.com

Abstract: The competitiveness of the tourism industry is increasingly determined by the ability of enterprises to implement effective marketing strategies supported by strong organizational and economic mechanisms. This study examines the relationship between marketing approaches and organizational-economic factors that influence the competitive positioning of tourism enterprises in Uzbekistan. Using a combination of quantitative analysis and case studies, the research highlights how branding, market segmentation, service innovation, and strategic management contribute to the development of competitive advantage. The results demonstrate that tourism enterprises that integrate marketing innovation with efficient organizational structures achieve higher profitability, market share, and customer loyalty. Recommendations are provided for improving the marketing management system to support sustainable tourism competitiveness.

Keywords: tourism competitiveness, marketing strategy, organizational management, economic efficiency, Uzbekistan

1. Introduction

Tourism is a dynamic sector that contributes significantly to national economies, employment, and cultural exchange. In the global marketplace, competitiveness in tourism depends on the ability to adapt to changing consumer demands, technological innovations, and international standards. The marketing strategy of a tourism enterprise plays a decisive role in positioning products, building brand image, and retaining customers (Kotler et al., 2017). In developing economies like Uzbekistan, the tourism sector is undergoing transformation through liberalization, infrastructural investments, and digitalization. However, many enterprises still face barriers related to organizational structure, insufficient market research, and limited innovation. Ensuring competitiveness thus requires a combined approach that strengthens both marketing practices and organizational-economic foundations (UNWTO, 2022). This research aims to analyze how marketing strategies and organizational-economic factors interact to ensure competitiveness within Uzbekistan's tourism industry, providing practical recommendations for sustainable sectoral growth.

2. Methods

2.1 Research Design

The study uses a mixed-method design, integrating survey data, statistical analysis, and case studies of selected tourism enterprises in Samarkand and Tashkent. The research model focuses on the relationship between marketing strategies, organizational-economic factors, and competitiveness indicators.

2.2 Data Collection



Data were collected during 2024 from 50 tourism enterprises, including travel agencies, hotels, and tour operators. A total of 120 managerial respondents participated through structured questionnaires, and market performance data were obtained from the State Committee for Tourism Development of Uzbekistan.

2.3 Key Variables

Marketing Strategy Variables: Branding, digital marketing, service diversification, customer loyalty programs. Organizational-Economic Factors: Human resource efficiency, cost optimization, innovation investment, management flexibility. Competitiveness Indicators: Market share, profitability, and customer satisfaction.

2.4 Analytical Techniques

Data were analyzed using SPSS v.26 through correlation and multiple regression analysis to evaluate the impact of independent variables (marketing and economic factors) on competitiveness outcomes. Qualitative insights were derived from case studies of high-performing enterprises.

3. Results

The regression results indicate that both marketing strategy effectiveness and organizational-economic efficiency significantly affect competitiveness ($R^2 = 0.78$, $p < 0.01$). Among the variables, branding, digital marketing, and staff competence showed the strongest influence.

Table 1. Regression results showing determinants of competitiveness in tourism enterprises.

Variable	Standardized Coefficient (β)	Significance (p)
Branding and Image Management	0.41	<0.01
Digital Marketing Utilization	0.36	<0.01
Organizational Flexibility	0.28	<0.05
Innovation Investment	0.22	<0.05

4. Discussion

The findings confirm that marketing strategy and organizational-economic factors jointly influence tourism competitiveness. These results align with previous research emphasizing marketing innovation as a driver of sustainable competitive advantage (Buhalis & Amaranggana, 2015). Digitalization, customer data analytics, and brand differentiation were identified as essential marketing priorities. However, without supportive organizational and economic environments—such as efficient resource management and skilled personnel—marketing alone cannot sustain competitiveness (Porter, 1990). In Uzbekistan's context, the study reveals that institutional transformation and capacity-building programs are needed to strengthen the managerial capabilities of tourism firms. Enhancing coordination among marketing, HR, and finance departments will enable a more integrated and adaptive response to global tourism trends.



5. Conclusion

The research demonstrates that marketing strategies and organizational-economic mechanisms are interdependent pillars of competitiveness in the tourism industry. Successful enterprises in Uzbekistan integrate marketing innovation with flexible management systems and sound financial practices. To ensure long-term competitiveness, the following measures are recommended:

1. Develop national marketing standards for tourism branding and promotion.
2. Strengthen digital competence through training programs and e-marketing initiatives.
3. Foster organizational innovation and employee motivation systems.
4. Encourage public-private partnerships to support sustainable tourism investment.

By implementing these strategies, Uzbekistan's tourism enterprises can achieve greater market differentiation, customer satisfaction, and international competitiveness.

References

1. Buhalis, D., & Amaranggana, A. (2015). Smart tourism destinations: Enhancing tourism experience through technology. *Information and Communication Technologies in Tourism*, 377–389. https://doi.org/10.1007/978-3-319-14343-9_28
2. Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2017). *Marketing for hospitality and tourism* (7th ed.). Pearson Education.
3. Porter, M. E. (1990). *The competitive advantage of nations*. Free Press.
4. UNWTO. (2022). *Tourism competitiveness and sustainable development report*. World Tourism Organization.

