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MANAGEMENT DECISION-MAKING DEPARTMENTS IN TOURIST ORGANIZATIONS

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Annotation: this article will cover in detail about the Tourist Organization and the basics of its management. At the same time, practical mechanisms and modern approaches to the basics of management are analyzed in a comprehensive way. In the process of analysis, a rational model, a model of limited rationality from the main models of decision-making are studied by comparison, and their features of application in the tourist sphere are revealed. The work separately considers internal and external factors affecting decision-making in tourist organizations, including market competition, consumer demand, digital technologies and global trends. Also, the possibilities of improving the efficiency of decisions based on digital technology, artificial intelligence and information systems are scientifically substantiated. At the same time, practical recommendations are given to improve the process of effective decision-making for tourist organizations. In particular, information is provided about the decision-making process in organizations.

Keywords: management decisions, tourist organizations, rational model, artificial intelligence, digital technology, global trends.

TURISTIK TASHKILOTLARDA BOSHQARUV QARORLARNI QABUL QILISH BO'LIMLARI

Annotatsiya: Mazkur maqolada turistik tashkilot haqida hamda uning boshqaruv asoslari haqida atroflicha yoritiladi. Shu bilan birgalikda, boshqaruv asoslarini amaliy mexanizmlari va zamonaviy yondashuvlari keng qamrovli tarzda tahlil qilinadi. Tahlil jarayonida qaror qabul qilishning asosiy modellaridan ratsional model, cheklangan ratsionallik modeli o'zaro taqqoslab o'rganiladi hamda ularning turistik sohadagi qo'llanilish xususiyatlari ochib beriladi. Ishda turistik tashkilotlarda qaror qabul qilishga ta'sir etuvchi ichki va tashqi omillar, jumladan, bozor raqobati, iste'molchi talabi, raqamli texnologiyalar va global tendensiyalar alohida ko'rib chiqiladi. Shuningdek, raqamli texnologiya, sun'iy intellekt va axborot tizimlari asosida qarorlar samaradorligini oshirish imkoniyatlari ilmiy jihatdan asoslab beriladi. Shu bilan birgalikda, turistik tashkilotlar uchun samarali qaror qabul qilish jarayonini takomillashtirish bo'yicha amaliy tavsiyalar beriladi. Ayniqsa, tashkilotlardagi qarorlar qabul qilish jarayoni haqida ma'lumotlar keltiriladi.

Kalit so'zlar: boshqaruv qarorlari, turistik tashkilotlar, ratsional model, sun'iy intellekt, raqamli texnologiya, global tendensiyalar.

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Аннотация: В данной статье подробно рассказывается о туристской организации, а также об основах ее управления. При этом подробно анализируются практические механизмы и современные подходы к основам управления. В процессе анализа из основных моделей принятия решений исследуются рациональная модель, модель ограниченной рациональности в сопоставлении и раскрываются особенности их применения в туристской сфере. В работе отдельно рассматриваются внутренние и внешние факторы, влияющие на принятие решений в туристских организациях, включая рыночную конкуренцию, потребительский спрос, цифровые технологии и мировые тенденции. Также научно обоснованы возможности повышения эффективности принятия решений на основе цифровых технологий, искусственного интеллекта и информационных систем. При этом даются практические рекомендации по совершенствованию эффективного процесса принятия решений для туристских организаций. . В частности, предоставляется информация о процессе принятия решений в организациях.

Ключевые слова: управленческие решения, туристские организации, рациональная модель, искусственный интеллект, цифровые технологии, глобальные тенденции.

First of all, what is a tourist organization? or what function does it perform? let's answer the question: A tourist organization is a legal entity or entity established for the purpose of providing services to tourists, organizing trips and conducting commercial or non-profit activities in the field of Tourism. Tourist organizations are divided into several types. Of these, taking turoperators and turagents, they are basically an organization that connects with international organizations. A tour operator is an active subject of the tourism market, which offers for sale a tourism product for a commercial purpose, is directly involved in its preparation and planning. During its operation, the tour operator carries out the processes of procurement, booking, mastering, preparation of turpakets for tourist services several times earlier on behalf of buyer agents who have the privilege of authority. In addition, the tour operator, as a tourist package developer, is engaged in the development of tourist routes and the formation of types, ensures their validity, organizes advertising, calculates prices for tours, sells tours directly or through tourist agencies to tourists.

Now, as for tourist agencies, they are a legal entity that carries out the function of retail sales of certain tourist services and tours to consumers, that is, to tourists. At the same time, several types of activities in the field of agentization are distinguished. For example, such an activity as the sale of species on behalf of a person and on the assignment of an enterprise. When taken close, we can say that tour operators have a tour guide shop. Of course, the tour operator and touragents who have always made such a sale in the tourist guide will all be fully indicated on the details, the amount of the percentage of the agency in a country where there is a concept of the percentage of the agency will always be indicated on the check or voucher of tourist services. In such countries, there is a voucher of referrals in which there is a special border for recording information on the cash register. In this case, the agency itself performs the function of a tour operator, taking on all the consequences and responsibility.

In addition, there are also national tourism organizations. They are government-run agencies that promote the country in terms of Tourism. Another of them is in Uzbekistan – Uzbekturism. In fact, the main tasks of tourist organizations are the development of tourist attractions and travel programs, the organization of hotel, transport and excursion services, information and advice to customers, the implementation of tourism market research and marketing activities, and the introduction of national and international tourism standards. Of course, these tasks are carried out

in several departments of the Tourist Organization. Its main departments include management, marketing, sales department, accounting, operating department, and customer service.

In the management department, it is a selection process that is consciously carried out by the leader between alternatives in order to solve a problem or task before the organization. But what the management department means is a central structure that performs the tasks of planning, organizing, directing and supervising the strategic and operational activities of the organization. Focusing on its main tasks, the management department carries out a number of important tasks. Within the framework of strategic planning, the goals of the long term of the organization are set, and market analysis is carried out, as well as the development of a competitive strategy. While Edi is operational management, daily activities are monitored and resources are distributed. In addition to this, the quality of service delivery increases. At the same time, as for financial management, a budget is drawn up, expenses are controlled, and profitability is analyzed. The most important thing is to say Personnel Management, in which the work of the correct selection, training and motivation of personnel is carried out. Therefore, management is the backbone of an entire organization.

The most relevant and in demand for creativity and whose effect is quickly visible is the section marketing. What is Marketing? This is organization tourist products and services are a strategic department that is responsible for promoting in the market, attracting new customers and maintaining existing customers. As for the main tasks of marketing, then within the framework of market research, trends in the tourist market are studied. Competitors are also studied, as are customer needs and behavior. Most importantly, this marketing is the main task of creating an organization brand. With this, they differ from competitors and ensure the formation of a positive image in the minds of customers. That is, customers do not believe until they see in advance. It is easier to attract them by showing them through Marketing. Of this, Steve Jobs was quoted as saying,, Until you show people what they want, they don't know".[1] of course, humans do selectively through sight or desire. When you want your market to walk with this, you want to show it through marketing and say, depending on what you want it to do. That is, to say that marketing is presented based on demand and supply on the one hand.

In the marketing of tourist organizations in Uzbekistan, the use of the national brand" Visit Uzbekistan " is widespread.[2] for example, international advertising companies promoting Samarkand, Bukhara, Khiva and Tashkent, directions of cultural heritage and gastronomic tourism stand out as the main marketing topics.

At the same time, both internal and external factors are now an important part in tourism. Internal factors themselves are a complex of resources,processes and opportunities that the organization can control. First of all, it is the personnel potential and the quality of Service. The basis of the tourist organization is qualified employees. The quality of service in hotels, tour operators and excursion companies directly depends on the level of personnel. For example, a 1-point increase in customer satisfaction rating system in 5-star hotels has been found to increase revenue by 1.42%. (Cornell University study). Marriott International provides an average of 40 hours of training per employee per year, and this investment has increased customer reapplication rates to 68%.[3] To improve the quality of service, many leading companies are implementing the mystery shopper (masked customer) system. And in financial resources and price policy, the financial stability of an organization determines its competitiveness in the market. If the price policy is set correctly, the opportunity to attract and retain the customer will expand. Inflation (56%) and travel disruptions (53%) have also been noted as the most significant problems among consumers, dramatically increasing price sensitivity.[4]

One of the most important aspects of tourist organizations and companies in particular is the brand and corporate reputation. The name of the tourist organization is one of its most valuable assets. For example, TripAdvisor, Booking.com positive reviews on platforms such as have a direct impact on the organization's income. Or, according to one study, on a 5-point scale, if the hotel rating rises by 1 point, it will be possible to increase the cost of the room by 11.2% and maintain employment. Together with this, let's take market competition from external factors. The Global tourism market is estimated at us $ 2,379.15 billion in 2024, projected to reach $ 3,801. 88 billion by 2034 and grow at an annual average CAGR of 4.8%. [5] This wide area is at the same time a huge area of opportunity and fierce competition. The competition market in particular is very different.

Currently, tourist organizations compete not only with local competitors, but also with global platforms. What I said above Booking.com and digital giants like Airbnb, Expedia are cutting the market share of traditional tour operators. Online travel agencies are growing in popularity compared to direct booking channels-this is due to the desire of consumers for opportunities for comparison, accumulation and convenience. Airbnb also has a list of more than 100 million active rooms in 2024, tracking the decline in traditional hotel loading levels in many cities and resorts.

And most importantly, when I dwell on consumer demand and its transformation, in 2024 the travel and tourism sector contributed about $ 11.1 trillion to the global economy- $ 770 billion more than the previous record. This growth reflects that the sector accounts for approximately 11.4% of global GDP and creates 348 million jobs worldwide.[6]

Also, at the same time, modern consumer demand is changing in several important directions. According to Hilton's global survey on the priority of digital booking, 80% of travelers prefer to plan and book their vacation completely online. Digitalization is gaining momentum: in 2024, it was observed that 67% of consumers choose to book online.[7] in conjunction with this, more than 60% of travelers take inspiration from social media, while 73% claim that influencer recommendations influenced their booking decisions. Social media has become the strongest influencing factor in choosing a travel destination among recreational tourists — currently 75% of travelers use social media when choosing a travel destination.

As a result of striving for a unique experience, however, travelers are more focused on unique experiences and enrichment than on material goods — this is increasing the demand for local activities and adventure travel.

Proposal and discussion

Thus, the tourist organization must employ only well-qualified personnel in every area, especially in the field of digital technology and marketing. They also need to compete healthily with competitive factories or factories. That is, having a good education on its products or goods, it is necessary to make the right decision when walking to the company. At the same time, when making decisions, it is important to learn in detail about internal and external factors and also take into account the relevance of the current period. Therefore, organizations need to get qualified and experienced employees. Especially more, the acquisition of responsible personnel leads the company to the front. Currently, modern technology, especially AI such as artificial intelligence, is also providing speed of performance. It is natural that jobs will also decrease through it. However, the most important is the comprehensive management of the Tourist Organization. Because, as I said above, the industry that became the demand of the era has now become digital technology.

Conclusion

Thus, we found out through the above analyzes that the management system in tourist organizations is a complex mechanism based on the holistic and consistent activities of these

interconnected departments. We also made sure again that the importance of the Tourist Organization in the modern economy is important not only to tourists, but also to develop the national economy, create jobs and increase the international reputation of the country. Obviously, we were also aware that the management department in the tourist organization is the brain of the organization, and the use of modern methods in management makes the creative potential of employees come true. I think that for the sustainable development of tourist organizations, coordinated cooperation between management, marketing and operational departments, the efficient use of modern technologies and a customer-oriented approach will be important.

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