



## THE PROCESSES OF MANAGING COMPETITIVENESS IN TOURIST COMPLEXES AND THE METHODOLOGY FOR ITS ASSESSMENT

*Homidov Kakhkhorali*

*Fergana State University, Doctor of philosophy in economics*

**Annotation.** This article uses many indicators that represent quantitative and qualitative aspects of the state of competitiveness in various styles of assessing the effectiveness of the management of the competitiveness of tourist complexes. In the process of assessing the management of the competitiveness of complexes, it is recommended to formulate quantitative and qualitative indicators, dividing them into sections of economic, social and organizational indicators.

**Keywords.** Indicators of competitiveness, assessment methodology, management efficiency, efficiency, quantity and quality of the tourist complex, tourist complex.

**Аннотация.** В данной статье используется множество показателей, представляющих количественные и качественные аспекты состояния конкурентоспособности в различных стилях оценки эффективности управления конкурентоспособностью туристических комплексов. В процессе оценки управления конкурентоспособностью комплексов рекомендуется сформулировать количественные и качественные показатели, разделив их на разделы экономических, социальных и организационных показателей.

**Ключевые слова.** Показатели конкурентоспособности, методология оценки, эффективность управления, результативность, количество и качество туристического комплекса, туристический комплекс-туркомплекс.

In recent times, the number of scientific research works on the development of all areas of service activities organized in tourist complexes in the world, increasing its change in the volume of gross domestic product and per capita services, providing the population with new jobs in the regions and improving the organizational and economic mechanisms for the development of entrepreneurial enterprises in complexes has increased. In this regard, the priority tasks are to expand the new structures of the activities of tourist complexes, assess the competitiveness of enterprises on the basis of improving models and mechanisms, as well as expand reforms on the use of investment mechanisms in supporting entrepreneurial activity on the territory of the complex. Assessment of the competitiveness of existing tourist complexes in the regions requires improvement of the methodology of comprehensive analysis, as a result of which the possibility of positive implementation of the measures developed to minimize risks in entrepreneurial activities in the territory of complexes will expand in the future. At the same time, the issues of improving the competitiveness of products and services created in tourist complexes are important in the development of the industry on the basis of market laws and are one of the most important factors of economic stability.

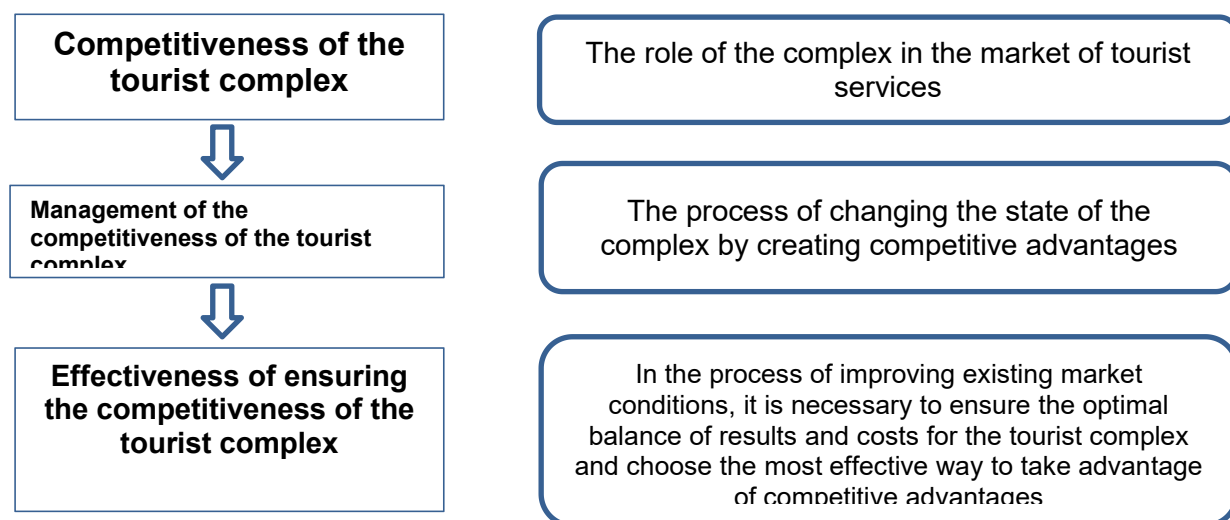
- Today, in the activities of tourist complexes and tourist enterprises located on their territory, competition for the consumer is in full swing at the same time, both Inter-complex and within the complex, and the task of forming bright and expressive competitive advantages is being put forward, which form the process of ensuring competitiveness to a greater extent. Assessing the competitiveness of tourist complexes and analyzing the theory of competition makes it possible to identify the following important tactical situations that affect the competitiveness of these complexes:

- tactical situation characterizing the tourist complex;
- tactical situation describing the services created in the tourist complex;
- tactical situation describing the process of customer service on the territory of the complex;
- a tactical situation that characterizes the general marketing and sales policy for the tourist complex.

In the course of the research, it is possible to identify new opportunities and reserves for improving the productivity of competitive management through integrated indicators of assessing the effectiveness of the management of the competitiveness of theoretically improved tourist complexes.

The use of recommendations aimed at increasing the competitiveness of tourist complexes does not make it possible to obtain a achievable effect if it is carried out for conditions of complex impacts. This indicates the need to develop a mechanism that includes basic methodological rules for ensuring competitiveness in the activities of tourist complexes.

Studying the category of effectiveness associated with ensuring competitiveness, management actions associated with managing competitiveness show that it is advisable to consider the effectiveness of ensuring competitiveness in two cases: from the point of view of computational goals and on the basis of types of assessment, to prepare a management decision to ensure competitiveness, predict its outcome and



consider the effectiveness of ensuring.

**Figure 1. Algorithm for the formation of the effectiveness of ensuring the competitiveness of tourist complexes<sup>1</sup>**

As mentioned above, it is relevant that the competitiveness of service activities in tourist complexes is ensured in three areas:

- efficiency of economic activity;
- improve the quality of services provided;
- recreational product sales efficiency.

Thus, the process of managing competitiveness makes it possible to plan and systematically formulate the general competitiveness policy of tourist complexes. Methodological recommendations and approaches developed in the research work on ensuring the competitiveness of tourist complexes are the basis for the fact that tourist complexes that are used in activities bring competitive advantages in economic, social and organizational aspects to a new level of quality.

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