



# IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

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- 08.00.08 Buxgalteriya hisobi, iqtisodiy tahlil va audit
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# SCIENTIFIC AND METHODOLOGICAL BASES OF THE DEVELOPMENT OF SEPARATE SEGMENTS OF REGIONAL BUSINESS TOURISM



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**Abstract.** This article examines the rapid development and implementation of digital technologies in the field of business tourism, the widespread use of cloud technologies within the information infrastructure of enterprises, the establishment of networks with communities of interested entrepreneurs, the comprehensive satisfaction of potential clients' needs and preferences, as well as the development of specialized service packages by tour operators for the business segment.

**Key words:** tourism enterprise, business tourism, digital technologies, service, market segment.

**Annotatsiya.** Mazkur maqolada biznes turizmi sohasida raqamli texnologiyalarning jadal rivojlanishi va joriy etilishi, korxonalar axborot infratuzilmasida bulutli texnologiyalardan keng foydalanish, manfaatdor tadbirkorlar hamjamiyati bilan aloqalarni yo'lga qo'yish, potensial mijozlarning ehtiyoj va talablarini kompleks qondirish, shuningdek, turoperatorlar tomonidan biznes segmenti uchun maxsus xizmat paketlarini ishlab chiqish masalalari tahlil qilingan.

**Kalit so'zlar:** turizm korxonasi, biznes turizm, raqamli texnologiyalar, xizmat, bozor segmenti.

**Аннотация.** В данной статье рассматриваются вопросы стремительного развития и внедрения цифровых технологий в сфере делового туризма, широкого использования облачных технологий в информационной инфраструктуре предприятий, установления взаимодействия с сообществом заинтересованных предпринимателей, комплексного удовлетворения потребностей и предпочтений потенциальных клиентов, а также разработки специализированных пакетов услуг туроператорами для бизнес-сегмента.

**Ключевые слова:** туристское предприятие, деловой туризм, цифровые технологии, услуги, рыночный сегмент.

## INTRODUCTION

In world practice, the business tourism market is considered one of the most attractive segments for major tourism companies and hotels. The most profitable segment of this market is associated with international conferences, forums, exhibitions, and other official events. This segment is distinguished not only by generating direct financial benefits but also by providing significant indirect economic returns. Therefore, such events are systematically included in the socio-economic development programs of many countries. In Uzbekistan, the



organization of large-scale forums and international events contributes not only to economic growth but also to enhancing the country's international reputation.

An analysis of the literature indicates that considerable attention is given to the forms and types of business tourism organized in cooperation with tourism companies. From the perspective of the tourism industry, this approach is well justified. However, it is also important to consider another dimension of business tourism related to the needs of enterprises. The daily activities of enterprises are primarily focused on solving production and management tasks. Addressing such tasks often requires managers and specialists to travel, study on-site conditions, and make informed decisions. As a result, a specific form of travel emerges, commonly referred to as business trips.

## LITERATURE REVIEW

An analysis of the existing literature on marketing highlights the necessity of improving modern marketing principles, developing effective brand promotion methods, and adopting flexible approaches to consumer demands. In his textbook on marketing strategies, expert R. Ibragimov defines marketing strategy as follows: "Marketing strategy is understood as the application of a model of enterprise behavior in the market, established for a specific period. Through this model, the enterprise aims to ensure sustainable success."

Numerous economists have contributed to the development and implementation of marketing strategies. Among them are well-known scholars such as F. Kotler, D. Aaker, C. Christensen, S. Godin, K. Keller, B. Sharp, and J. Baer.

Furthermore, long-term research in the field of marketing conducted in our country is based on national characteristics and practical experience. At the same time, it is important to acknowledge the scholars who have made significant contributions to the development of marketing theory. These include R. Ibragimov, Yo. Abdullaev, A. Saliev, M. Sharifkhodjaev, D. Rakhimova, Sh. Ergashkhodjaeva, Sh. Musayeva, and others.

## RESEARCH METHODOLOGY

The study employs a systematic approach, marketing analysis, benchmarking techniques, and digital metrics to ensure a comprehensive assessment of the research problem. Data were collected and analyzed using large-scale monitoring methods, including information obtained from social media platforms.

## ANALYSIS AND RESULTS

Business occupies a central position in the development of market relations and is considered one of the key elements of the economy. The diversity of business activities influences the nature and types of relationships that emerge in the production process. In many cases, the development of such relationships is associated with various forms of visits. The results of the conducted theoretical research allow the identification of two main types of business-related travel: business trips and official visits.

A business trip is an integral component of the activities of any business entity and involves an employee temporarily leaving their permanent place of work for professional purposes. During such trips, the employee's position and salary are usually retained, while the expenses incurred are fully or partially covered by the organization. Business trips have long been an essential element of enterprise activity and constitute a significant share of administrative expenditures.

The traditional nature of business trips explains their limited integration into the formal structure of the tourism industry. At the same time, business trips occupy an important place in the structure of domestic tourism. Within the tourism services market, particularly in the business tourism segment, business trips are characterized by the ongoing development of methodological approaches, accounting procedures, and coordination mechanisms.

The primary reason for organizing a business trip is the necessity to address issues that cannot be effectively resolved remotely. In this context, the main objectives of business trips include:

- obtaining first-hand information about the situation in specific locations;
- stabilizing operational conditions when necessary;
- representing and safeguarding the interests of the enterprise;
- conducting negotiations;
- allocating and redistributing resources;
- making strategic decisions.

Research findings and observations indicate that greater attention is being directed toward the classification of business trips. Based on the above-mentioned objectives, a structured classification of business trips



has been developed. According to this approach, business trips can be categorized based on several key characteristics (Figure 1).

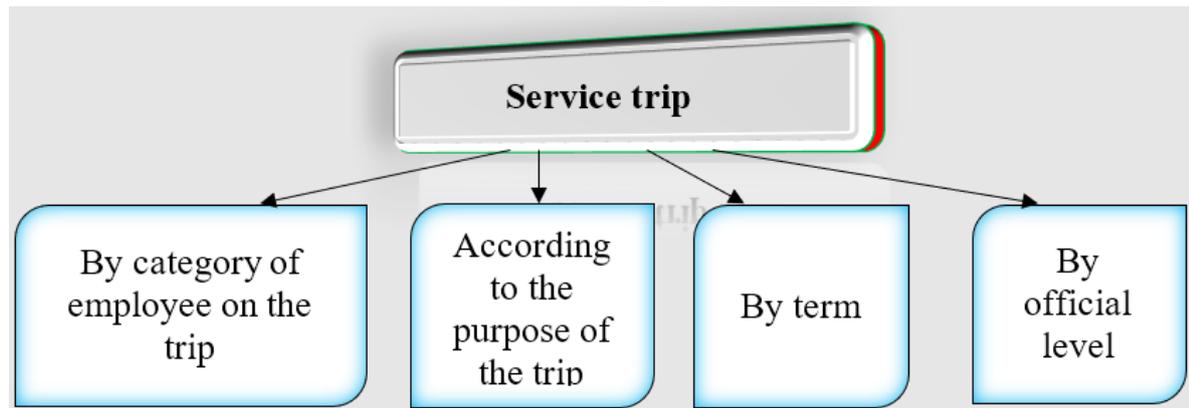


Figure 1. Classification Criteria of Service Trips (compiled by the author)

In the classification of employees participating in service trips, the following categories can be distinguished: senior managers, consulting specialists, functional managers, inspection personnel, and skilled workers.

According to their purpose, business trips are classified into trips related to strategic agreements, control visits, production and technical consultations, planned personnel rotation, and labor distribution.

Based on duration, business trips can be categorized as short-term, medium-term, and long-term.

According to official level, business trips may include those conducted with or without official events, as well as with or without cultural programs.

The development of information technologies has led to significant transformations in enterprise management, enabling a reduction in the costs associated with business trips. The increasing availability of electronic information has minimized paperwork and reduced the necessity for physical travel. Nevertheless, business trips continue to play an important role as a management function. The provision of reliable primary information for managerial decision-making remains closely linked to on-site visits. However, the perception and role of business trips have evolved due to several factors:

- changes in employees' expectations regarding working and living conditions, with greater emphasis on work–life balance and leisure opportunities;
- transformation of job responsibilities, shifting from directive management toward advisory and consultative roles;
- changes in the duration and frequency of business trips, influenced by the development of transport and communication technologies. As a result, travel time has decreased significantly, and the duration of business trips is now largely determined by production needs and the necessity of personal participation. This also creates opportunities to combine work-related travel with cultural activities, knowledge acquisition, and personal development.

The involvement of travel agencies and hotels in organizing business trips can significantly contribute to the further development of the business tourism market. This requires enterprises to adopt a more systematic and integrated approach to business trips, considering them as an essential component of production processes. A higher level of organization of business trips leads to greater economic efficiency.

At present, certain practical challenges remain in organizing business trips. In particular, many business trips are not sufficiently planned in advance and may arise unexpectedly. This creates difficulties in ensuring appropriate living and working conditions for employees. Consequently, employees may need to rely on temporary or less optimal accommodation arrangements, which highlights the importance of improving planning and coordination mechanisms in this area.

Secondly, the accommodation and catering sector is not always sufficiently adapted to the specific requirements of business travel. As noted above, an employee on a business trip is primarily focused on fulfilling assigned tasks. However, travel agencies and hotels do not always fully consider such individuals as a distinct category of clients. As a result, the level of comfort and satisfaction of employees during business trips may not always meet expectations.

The third issue is related to the reimbursement of travel expenses. The pricing policies of travel agencies and hotels are generally oriented toward leisure travelers, while employees on business trips are subject to legally established limits on expenses. Consequently, this situation may reduce the attractiveness of using professional tourism services for business purposes.

In our opinion, for effective cooperation between enterprises and tourism organizations in the field of business travel, the following principles should be observed:

- The principle of efficiency, meaning that cooperation should contribute to reducing overall business travel expenses;
- The principle of convenience, ensuring that employees are satisfied with both working and living conditions during the trip;
- The principle of transparency, implying that all costs and services provided are clearly documented and subject to control;
- The principle of guaranteed service, ensuring that the scope and quality of services specified in contracts are fully delivered.

At the same time, the implementation of these principles alone may not be sufficient to stimulate active cooperation. It can be assumed that a proactive role in the development of business tourism should be taken by tourism service providers. In this regard, regional tourism development authorities play an important role in establishing an effective system for regulating and organizing business trips.

According to this approach, the development scheme of business travel tourism can be structured as follows: business travel budgets are developed and approved within ministries, enterprises, and organizations based on annual production programs and plans. Regional travel agencies and hotels submit proposals for accommodating employees and organizing business trips. Cooperation agreements are concluded based on the established classification of business trips. A designated employee within the enterprise is responsible for coordinating business travel arrangements, maintaining communication with tourism organizations, monitoring contract implementation, and conducting financial settlements based on supporting documents provided by employees.

A comprehensive database integrating the potential of manufacturing enterprises and tourism organizations plays a crucial role in the effective functioning of this system. The digitalization of diverse information resources serves as a significant driver for the further development of business tourism. Such a database is intended to include the following categories of information (see Figure 2).

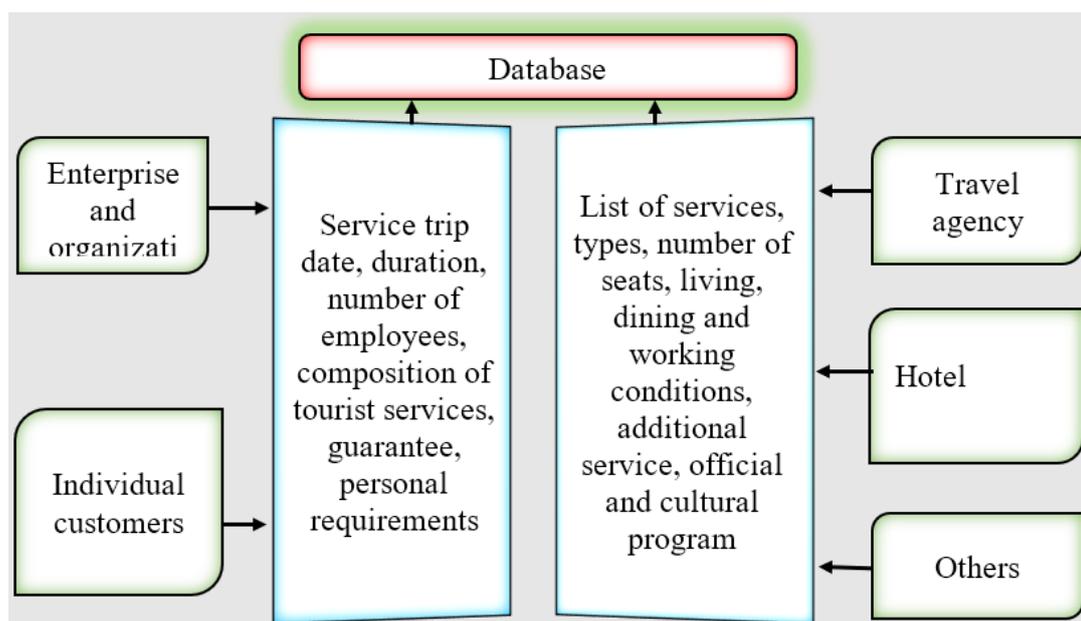


Figure 2. Information Support Scheme for Service Travel Tourism

The development of well-designed and scientifically grounded models of domestic business tourism can significantly contribute to addressing the existing challenges of business trips under modern conditions. The coordinated interaction between enterprises and organizations, on the one hand, and the tourism industry, on the other, facilitates the transformation of business tourism into a more structured, efficient, and high-quality sector.

A substantial part of business travel is associated with official business visits. In essence, business tourism involves organizing trips by enterprise managers or representatives to locations outside their primary region of operation, based on production and organizational needs. In such cases, when the purpose of travel is to address production-related issues, the conditions of the trip should ensure effective communication, full

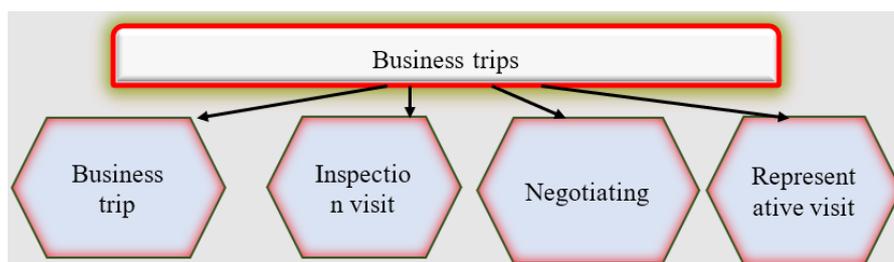


satisfaction of employees' socio-physiological needs, and the availability of appropriate cultural and leisure opportunities.

The significant decline in tourist flows in 2020–2021 led to a shift toward electronic forms of business communication. This trend affected not only international business relations but also domestic interactions. However, virtual communication processes are generally less effective than face-to-face negotiations due to the specific nature of communication and the still-developing mechanisms of digital interaction. In this regard, the gradual easing of quarantine restrictions has encouraged entrepreneurs to resume business travel.

When analyzing the classification of business tourism, it is important to identify the distinctive features of business travel:

- first, the travel objectives of business tourism participants are directly related to their own business activities, rather than employment obligations;
- second, the flexibility of the travel program, which may involve both the development of existing business operations and the promotion of new initiatives;
- third, the diversity of business objectives, including conducting negotiations, analyzing market conditions, identifying resources, and establishing partnerships (see Figure 3).



**Figure 3. Classification Criteria of Business Travel (author's development)**

Based on these characteristics, business travelers represent an attractive customer segment for tourism organizations. According to international studies, entrepreneurs tend to spend up to three times more than ordinary tourists. Therefore, strengthening cooperation between tourism organizations and entrepreneurs contributes to the development of business tourism in Uzbekistan.

In our opinion, the following directions are essential for the accelerated development of this segment of business tourism:

- the rapid development of digital technologies in the tourism sector, particularly the widespread use of cloud technologies within the information infrastructure of accommodation facilities. For example, a community cloud platform based on hotel websites can be established to introduce partner businesses and facilitate interaction with communities of interested entrepreneurs. In this context, the accommodation sector functions as a core integrative element, combining various tourism services and enabling a comprehensive response to the needs and preferences of potential clients;
- the development and provision of specialized service packages by tour operators for the business segment. At present, business tourism is largely based on the MICE concept and does not fully address all objectives of business travel. In this regard, it is advisable to develop flexible service packages tailored to the needs of business clients, offering several options depending on the purpose of the trip and the status of the entrepreneur.

Entrepreneurs, as active economic agents, are accustomed to evaluating the costs and benefits of any business activity. Successful business representatives are capable of assessing value chains and, consequently, the quality of tourism products. Their ability to independently manage financial resources implies a willingness to pay for high-quality services, while simultaneously demanding an appropriate level of quality. Therefore, one of the key aspects of business tourism is ensuring a high standard of service quality.

In this regard, the development of industry standards for tourism services tailored to entrepreneurs can be considered an effective solution. The scope of services provided, requirements for personnel, standards for accommodation, transport, catering, and exclusive services should be clearly defined and systematically evaluated.

## CONCLUSION AND RECOMMENDATIONS

It can be concluded that the effective organization of business travel and business tourism contributes to the expansion of both inbound and domestic business tourism markets, as well as to a significant increase in their overall efficiency.



In conclusion, the priority of economic interests in business tourism necessitates the alignment of objectives between tourism service providers and clients. Both parties should achieve a mutually beneficial level of economic return, taking into account the costs of travel, the outcomes achieved, and the indirect benefits associated with business visits. Based on advanced international experience, this study proposes the development of a motivational mechanism aimed at strengthening cooperation between providers and consumers of tourism services.

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## IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

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