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About this Special Issue

This Special Issue presents selected papers from the International Scientific Conference
Ijtimoiy fanlar va jamiyat taraqqiyoti:
barqaror rivojlanishning strategik yo‘nalishlari

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The Role, Determinants, and Effectiveness of Marketing Strategies in the Sustainable Development of the Transport System: Evidence from the Khorezm Region

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Abstract.
The article evaluates the impact of marketing strategies on the sustainable development of the transport system in Khorezm region through an expert survey (n=84) and regression analysis. The authors propose a "4P + 3S" model whose implementation enables a 7.3 p.p. increase in profit margin and a 24.6 p.p. growth in customer-orientation index.
Keywords: transport marketing, sustainable development, Khorezm region, "4P + 3S" model, ITME index, digital transformation

Xorazm viloyatida transport tizimini barqaror rivojlantirishda marketing strategiyalarining roli, omillari va samaradorligini baholash

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Annotatsiya.
Maqolada Xorazm viloyati transport tizimini barqaror rivojlantirishda marketing strategiyalarining ta'siri ekspert so'rovi (n=84) va regression tahlil yordamida baholangan. Mualliflar tomonidan "4P + 3S" modeli taklif etilgan bo'lib, uni joriy etish daromad rentabelligini 7,3 b.p., mijozga yo'naltirilganlik indeksini esa 24,6 b.p. oshirish imkonini beradi.
Kalit so‘zlar: transport marketingi, barqaror rivojlanish, Xorazm viloyati, "4P + 3S" modeli, ITME indeksi, raqamli transformatsiya

Hududiy iqtisodiyotning uzoq muddatli o‘sish traektoriyasini belgilashda transport sektori bir nechta vazifani bir vaqtda bajaradi: ishlab chiqarish-iste'mol zanjirlarini ulaydi, bandlikning sezilarli ulushini ta'minlaydi va hududning tashqi savdo balansiga bevosita ta'sir ko‘rsatadi. "O‘zbekiston – 2030" strategiyasida transport-logistika sohasi raqobatbardosh, eksportga yo‘naltirilgan va past karbonli modelga o‘tkazilishi vazifasi belgilab qo‘yilgan[1]. Xorazm viloyati Markaziy Osiyodagi tutash hudud sifatida, shuningdek, Xivadagi YuNESKO meros ob'ektlari hamda agroindustrial salohiyati hisobiga ushbu vazifani amaliyotda sinovdan o‘tkazish uchun qulay maydon hisoblanadi.

Shu bilan birga, hudud transport korxonalari ichki muammolarning kompleksiga duch kelmoqda: avtoparkning eskirish darajasi 56,2 foizga yetgan, e-chiptachilik tizimi viloyat bo‘ylab atigi 31,4 foiz qamrovni qoplaydi [9], turistik talab esa standart yo‘lovchi tashish xizmati formatiga sig‘maydigan, lekin paketlanmagan holda taklif etilayotgan moslashuvchan mahsulotlarni talab qiladi. Klassik 4P marketing-mix [5] bunday vaziyatda yetarli emas — barqarorlik (Sustainability) va raqamli ekotizim (Smart) o‘lchamlari mahalliy spetsifika bilan birga ko‘rib chiqilishi kerak. Tadqiqotning maqsadi mana shu sintezni Xorazm viloyati misolida sonli baholashdan iborat.

Xizmatlar marketingining zamonaviy paradigmasi P. Kotler va K. Keller[5] tomonidan klassik 4P modelidan, shuningdek, Ch. Lovelock va J. Wirtz[6] tomonidan xizmat ko‘rsatish jarayoniga "odamlar – jarayon – fizik dalil" bo‘g‘inlarini qo‘shish orqali kengaytirilgan. S. Vargo va R. Lusch ishlab chiqqan service-dominant logic kontseptsiyasi[8] qiymatni o‘zaro yaratish (co-creation) g‘oyasini ilgari surib, transport xizmatlarining mijoz tomonidan baholanish mexanizmini qayta ko‘rib chiqishni taklif etadi. Ta'minot zanjirini boshqarish va logistika sohasidagi tadqiqotlar M. Christopher[2] hamda J. Mangan va C. Lalwani[7] ishlarida tizimlashtirilgan. Mahalliy iqtisodchilardan A.V. Vahobov va N.X. Jumayev[4] transport-logistika tizimining iqtisodiy samaradorligini, M.Q. Pardayev va S.S. Gulyamov[3] esa hududiy iqtisodiyotni boshqarish nazariyasini chuqur ko‘rib chiqishgan. Biroq Xorazm viloyati misolida "4P" modelini barqarorlik va raqamli transformatsiya o‘lchamlari bilan bog‘lab tahlil qilgan empirik tadqiqotlar amalda yo‘q — bu bo‘shliq mazkur ish uchun tadqiqot maydonini belgilab beradi.

Empirik baza sifatida 2021–2025-yillar oraliqidagi rasmiy statistik manbalar[9], hududiy transport bosh boshqarmasining ichki hisobotlari va UNWTO ma'lumotlari[10] qo‘llanilgan. Asosiy ma'lumotlar to‘plami muallif tomonidan 2025-yil iyul–sentabr oylarida o‘tkazilgan ekspert anketa-so‘rovi (n=84) orqali shakllantirilgan: respondentlar tarkibi transport korxonalari rahbarlari (28), marketing mutaxassislari (21), davlat boshqaruvi vakillari (19) va akademik soha namoyandalari (16). Tahlilda korrelyatsiyaviy-regression model, SWOT-tahlil va mualliflik ITME (Integrated Transport Marketing Efficiency) integral indeksidan foydalanilgan.

Viloyat transport sohasining besh yillik dinamikasi ijobiy o‘sish tendentsiyasini ko‘rsatadi (1-jadval). Eng qayd etilgan ko‘rsatkich — turistik yo‘lovchi oqimi: 2021-yildan 2025-yilgacha qariyb 4 marta o‘sgan, bu Xiva brendi atrofida olib borilgan promotsiya-loyihalar samarasidir[10].

1-jadval

Xorazm viloyati transport tizimining asosiy ko‘rsatkichlari (2021–2025-yy.)

Ko‘rsatkich	2021	2022	2023	2024	2025*
Yo‘lovchi tashish, mln. kishi	48,6	52,3	57,1	61,8	66,4
Yuk tashish, mln. tonna	21,4	23,1	25,8	27,9	30,2
Avtopark soni, ming dona	4,2	4,5	4,9	5,3	5,7
Avtoparkning eskirish darajasi, %	63,1	60,8	58,4	56,2	53,7
Turistik yo‘lovchi oqimi, ming kishi	312	486	742	968	1 215
E-chiptachilik qamrovi, %	12,3	18,7	24,9	31,4	39,8
Soha YaIMdagi ulushi, %	6,8	7,1	7,5	7,9	8,3

Manba: Muallif ishlanmasi

Yo‘lovchi tashish hajmi 36,6%ga, yuk aylanmasi esa 41,1%ga ortgan. Shu bilan birga, avtoparkning eskirish koeffitsienti hali ham yarmidan yuqori darajada turibdi, e-chiptachilik qamrovi esa hududiy raqamli transformatsiya bo‘yicha qo‘yilgan vazifalardan ortda qolmoqda. Bu nomutanosibliklar marketing instrumentlarining mavjud arsenalini qayta tartibga solish zarurligini ko‘rsatadi. Ekspertlar tomonidan 2-jadvalda berilgan etti yo‘nalish bo‘yicha berilgan baholar shu xulosani statistik tasdiqlaydi.

2-jadval

Marketing strategiyalarining samaradorlik bahosi (n=84, 5 ballik shkala)

Marketing strategiyasi	Joriy etilganlik	Iqtisodiy samara	Mijoz qoniqishi	ITME indeksi
Differensiatsiyalashgan tarif siyosati	3,8	4,1	3,9	**0,79**
Mijozga yo‘naltirilgan xizmat (CRM)	2,9	3,7	4,2	**0,72**
Raqamli marketing va e-chiptachilik	3,1	4,3	4,4	**0,79**
Turistik mahsulot paketlash (bundling)	2,7	4,5	4,3	**0,77**
Brending va hududiy promotsiya	3,4	3,8	3,7	**0,73**
Yashil/karbonsiz transport pozitsioning	2,2	3,6	3,9	**0,65**
B2B logistika hamkorlik dasturi	3,0	4,0	3,8	**0,72**
O‘rtacha qiymat	**3,01**	**4,00**	**4,03**	**0,74**

Manba: muallif ishlanmasi

E’tiborni tortadigan jihat — turistik mahsulotni paketlash strategiyasi iqtisodiy samara bo‘yicha eng yuqori bahoni (4,5) olishi, ammo shu bilan birga eng past joriy etilganlik darajasiga (2,7) ega bo‘lishi. Bunday “yuqori potentsial – past amaliyot” konfiguratsiyasi P. Kotler[5] terminologiyasiga ko‘ra strategik bo‘shliq sifatida talqin qilinadi va aynan shu yerda viloyat marketingining eng katta foydalanilmagan rezervi yashiringan. Iqtisodiy ko‘rsatkichlar bilan marketing instrumentlari o‘rtasidagi sababiyat aloqasini empirik baholash uchun ko‘p faktorli regression model qurildi. Bog‘liq o‘zgaruvchi sifatida transport korxonalarining daromad rentabelligi (Y), erkin o‘zgaruvchilar sifatida raqamli xizmatlar ulushi (X1), CRM-tizimlardan foydalanish darajasi (X2), turistik bundling ulushi (X3) va parkning yangilanish koeffitsienti (X4) tanlandi:

$$Y = 3{,}82 + 0{,}164 \cdot X1 + 0{,}128 \cdot X2 + 0{,}201 \cdot X3 + 0{,}094 \cdot X4$$

$$(R^2 = 0{,}847;\ F = 27{,}3;\ p < 0{,}01).$$

Determinatsiya koeffitsienti $R^2 = 0{,}847$ modelning yuqori tushuntirish kuchini, F-statistika qiymati esa uning umumiy statistik ishonchliligini tasdiqlaydi. Standartlashtirilgan koeffitsientlar orasida eng yuqori og‘irlik turistik bundling ulushiga ($\beta = 0{,}201$) tegishli bo‘lib, bu Xorazmning turistik o‘ziga xosligi kasbiy marketing strategiyasining markaziy o‘qiga aylantirilishi kerakligini empirik tasdiqlaydi — bu xulosa S. Vargo va R. Lusch [8] tomonidan ilgari surilgan qiymatni hamkorlikda yaratish (co-creation) g‘oyasiga to‘liq mos keladi. Tashqi va ichki muhitning tizimli kesimi 3-jadvalda berilgan.

3-jadval

Xorazm viloyati transport-marketing tizimining SWOT-tahlili

Kuchli tomonlar (S)	Zaif tomonlar (W)
• Xivaning YuNESKO statusi va kuchli turistik brendi; • Markaziy Osiyodagi tranzit pozitsiyasi; • Davlat dasturlari orqali infratuzilma yangilanishi; • Mahalliy talabning barqaror o‘sishi (5 yilda 37%); • "Urganch – Xiva" temir yo‘l yo‘lovchi liniyasi.	• Avtoparkning yuqori eskirishi (53,7%); • Raqamli xizmatlar past qamrovi (39,8%); • Marketing byudjetlarining yetishmasligi; • CRM-tizimlarning sust joriylashishi; • Mavsumiy talab tebranishi.
Imkoniyatlar (O)	**Tahdidlar (T)**
• Xalqaro turizm bozoriga chiqish; • Yashil transport bo‘yicha ESG-investitsiyalar; • Smart-mobility platformalarini joriy etish; • Turkmaniston-Eron tranzit yo‘naltiruvchisi; • Multimodal logistika markazi yaratish.	• Yoqilg‘i narxlarining o‘sishi; • Mintaqaviy raqobatchilarning kuchayishi (Buxoro, Samarqand); • Mehnat resurslari migratsiyasi; • Iqlim o‘zgarishi va qum bo‘ronlari ta'siri; • Geosiyosiy beqarorlik xavfi.

Manba: muallif ishlanmasi

Yuqoridagi tahlillar majmuasidan kelib chiqib, mualliflar tomonidan transport xizmatlari uchun “4P + 3S” konseptual modeli taklif etilmoqda. Klassik “to‘rt P” elementlari [5] uchta strategik o‘lcham bilan to‘ldiriladi: Sustainability (atrof-muhitga ta’sirni minimallashtirish va ESG-mas’uliyat), Service quality (Lovelock-Wirtz [6] tomonidan ishlab chiqilgan SERVQUAL ramkasiga muvofiq xizmat sifatining standartlashtirilishi) va Smart digitalization (raqamli ekotizim, predikativ analitika, sun’iy intellekt). Modelning kutilayotgan iqtisodiy va ijtimoiy effekti 4-jadvalda jamlangan.

4-jadval

“4P + 3S” modelini joriy etishdan kutilayotgan iqtisodiy samaradorlik (2026–2028-yy. prognozi)

Ko‘rsatkich	2025 (baza)	2027	2028	Δ
Daromad rentabelligi, %	12,4	17,1	19,7	**+7,3**
Mijozga yo‘naltirilganlik indeksi, %	58,2	72,5	82,8	**+24,6**
E-chiptachilik qamrovi, %	39,8	61,4	78,2	**+38,4**
Turistik xizmatlar daromadi, mlrd. so‘m	184,5	267,3	321,8	**+74,4%**
CO_2 chiqindilari, ming tonna	612,4	568,9	532,1	**−13,1%**
Yangi ish o‘rinlari (kumulyativ)	—	1 240	2 180	—

Manba: muallif ishlanmasi

Prognoz ko‘rsatkichlari uch yillik istiqbolda viloyat transport korxonalari moliyaviy holatining sezilarli yaxshilanishini va shu

bilan birga ekologik yuklamaning pasayishini ko‘rsatadi. Ushbu tendensiya “O‘zbekiston – 2030” strategiyasi belgilab bergan past karbonli iqtisodiyot vektoriga [1] mos kelishi bilan birga, M. Christopher[2] tomonidan ta’kidlangan “yashil ta’minot zanjiri” kontseptsiyasini ham hududiy darajada amalga oshiradi.

Tadqiqotning asosiy natijalari quyidagilardan iborat. Birinchidan, Xorazm viloyati transport tizimi 2021–2025-yillar oraliqida ijobiy o‘sish trayektoriyasini namoyon etgan bo‘lsada, marketing strategiyalarining joriy etilganlik darajasi (3,01 ball) ularning potentsial samaradorligi bilan (4,00 ball) jiddiy nomutanosiblikni saqlab qolgan — bu nomutanosiblik aslida hududiy iqtisodiyot uchun foydalanilmagan o‘sish rezervidir. Ikkinchidan, regression model (R^2 = 0,847) marketing instrumentlari orasida eng yuqori sezgirlikni turistik bundling ulushi (β = 0,201) ko‘rsatishini empirik isbotladi. Uchinchidan, taklif etilgan “4P + 3S” modeli 2028-yilga kelib daromad rentabelligini 7,3 b.p., mijozga yo‘naltirilganlikni 24,6 b.p. oshirish hamda CO_2 chiqindilarini 13,1%ga kamaytirish imkonini beradi.

Amaliy tavsiyalar: (a) viloyat miqyosida yagona e-chiptachilik platformasini joriy etish; (b) Xiva turistik brendi atrofida transport-mehmonxona-ovqatlanish bundling-paketlarini ishlab chiqish; (c) avtoparkni elektr va gibrid avtotransportlar bilan bosqichma-bosqich yangilash; (d) SERVQUAL metodologiyasi asosida[6] xizmat sifati standartlarini joriy etish; (e) marketing byudjetlarini umumiy daromadning 3,5–4,5%igacha ko‘tarish.

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