

NEW JOBS AND INCREASED ECONOMIC EFFICIENCY IN THE DEVELOPMENT OF MUSEUM TOURISM IN THE STATE MUSEUM COMPLEXES OF UZBEKISTAN

Аннотация: мақолада Ўзбекистоннинг давлат музей-қўриқхоналарида музей туризмини ривожлантиришда янги иш ўринлари ва иқтисодий самарадорликнинг ошиши музей-қўриқхоналарнинг маълумотлари асосида таҳлил қилинган. Музей-қўриқхоналардан туризмда самарали фойдаланиш бўйича тавсиялар берилган.

Калит сўзлар: музей-қўриқхона, бадиий музей, меъмориал музей, тарихий музей, худудий музей, уй музей, табиат музейлари, тушум.

Аннотация: в статье на основе данных государственных музеев-заповедников Узбекистана проанализированы создание новых рабочих мест и повышение экономической эффективности в процессе развития музейного туризма. Даны рекомендации по эффективному использованию музеев-заповедников в сфере туризма.

Ключевые слова: музей-заповедник, художественный музей, мемориальный музей, исторический музей, краеведческий музей, дом-музей, естественно-научные музеи, доходы.

Abstract: The article analyzes the creation of new jobs and the increase in economic efficiency in the development of museum tourism, based on data from the state museum-reserves of Uzbekistan. Recommendations are provided for the effective use of museum-reserves in the tourism sector.

Keywords: museum-reserve, art museum, memorial museum, historical museum, regional museum, house museum, natural history museums, revenue.

“In accordance with the Presidential Decree on measures to radically improve activities in the field of protection of tangible cultural heritage objects, the Bukhara State Art and Architectural Museum-Reserve, the Samarkand State United Historical, Architectural and Art Museum-Reserve, and the Khiva “Ichan Kala” State Museum-Reserve were renamed “Bukhara”, “Samarkand”, and “Ichan Kala” State Museum-Reserves, respectively. The “Sarmishsoy”, “Shakhrisabz”, “Termez” and “Kokon” State Museum-Reserves were established in Navoi, Kashkadarya, Surkhandarya and Fergana regions, respectively¹.

To date, the “Ichan Kala” State Museum-Reserve is considered the strongest of the museum-reserves (Table 1).

Table 1

The “Ichan Kala” State Museum-Reserve’s tourist attractions Growth rates of museum tourism services provided in 2015-2024

No.	Year s	Number of museum employe es, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	169	702 526	100,00	30 275	100,00	1 112 098 001	100,00
2	2016	171	741 614	105,56	33 385	110,27	1 414 095 719	127,15

¹ Ўзбекистон Республикасининг Президенти Шавкат Мирзиёевнинг “Ўзбекистон Республикасида маданият ва санъат соҳасини инновацион ривожлантириш чора-тадбирлари тўғрисида”ги Қарори. Тошкент ш., 2018 йил 26 август)

3	2017	173	246 246	35,05	46 187	152,55	2 998 440 267	269,62
4	2018	167	363 773	51,78	65 240	215,49	6 666 486 982	599,45
5	2019	300	260 839	37,12	145 380	480,19	14 385 527 096	1293,54
6	2020	302	65 532	9,32	3 417	11,28	1 541 232 874	138,58
7	2021	293	196 536	27,97	15 329	50,63	3 955 796 644	355,70
8	2022	290	350 911	49,94	52 231	172,52	10 339 570 000	929,73
9	2023	304	336 725	47,93	115 803	382,50	20 102 710 000	1807,63
10	2024	261	300 552	42,78	178 286	588,88	31 625 809 301	2843,79

The initial growth in the museum-reserve's activities can be seen in the increase in the number of jobs in the museum (previously 169 employees (100.00%), now 261 museum employees work (154.43%). The largest influx of local tourists to the museum was observed in 2016 with 741,614 tourists (105.56%). After these years, the number of local tourists decreased and in 2020 the lowest number of -65,532 tourists was recorded (9.32%). The museum-reserve received 300-350 local tourists for 7 years. Even after the pandemic, the museum-reserve received local tourists in the same numbers (300,552 tourists in 2024 - 42.78%). The provision of museum tourism services by the museum-reserve to foreign tourists is, on the contrary, more than for local tourists - foreign tourists. The flow has increased. The museum-reserve also received 145,380 foreign tourists in 2019 (480.19%). The international tourist flow in 2024 is 178,286 tourists (588.88%). The museum-reserve also occupies the leading positions in terms of total revenue from services - in 2015 it was 1,112,098,001 soums (100.00%), and in 2024 it was 31,625,809,301 soums (2,843.79%).

The Samarkand State Museum-Reserve is world-famous for its museums. In 2024, the museum-reserve provided museum services to 419,700 domestic tourists (52.03%) and 497,100 foreign tourists (450.67%) provided. Income from services in 2015 amounted to 1,112,098,001 soums (100.00%), and the total revenue in 2024 is expected to be 31,625,809,301 soums (growth of 2843.79%) (Table 2).

Table 2

Growth rates of museum tourism services provided to tourists by the Samarkand State Museum-Reserve in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	241	806,6	100,0	110,3	100,0	1 737 006 500	100,0
2	2016	245	882,7	109,43	124,3	112,62	2 409 323 200	138,7
3	2017	245	1 006,8	124,82	162,3	147,14	3 908 085 900	224,9
4	2018	246	2 313,8	286,8	265,1	240,34	6 850 482 300	394,3
5	2019	213	1 624,1	201,35	333,1	301,99	9 951 469 000	572,9
6	2020	218	169,5	21,04	9,6	8,70	511 967 500	29,47
7	2021	228	644,9	79,95	39,1	35,44	2 411 581 000	138,8
8	2022	226	641,5	79,53	185,8	168,44	7 226 936 600	416,5
9	2023	228	634,3	78,63	352,2	319,3	12 263 914 300	706,03
10	2024	234	419,7	52,03	497,1	450,67	21 990 083 300	1265,97

The Bukhara State Museum-Reserve ranks third in terms of providing museum services to domestic and foreign tourists (Table 3). Over the past 10 years, in 2018, the museum-reserve received 563,851 domestic tourists (166.13%), while in 2024, 322,657 domestic tourists visited (109.50%). The museum-reserve's reception of foreign tourists was also high during the pandemic (258,861 tourists) (306.68%). The lowest figure for international tourist visits was recorded in 2020 (17,344 foreign tourists) (20.54%). After that, international tourist visits to the museum-reserve increased and reached 376,959 tourists in 2024 (446.60%). The museum-reserve's revenue

from providing museum services in 2015 was 714,636,800 soums (100.00%), and by 2024 it will amount to 14,976,315,150 soums (growth of 2,095.65%).

Table 3

Growth rates of museum tourism services provided to tourists by the Bukhara State Museum-Reserve in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	198	294 652	100,00	84 405	100,00	714 636 800	100,00
2	2016	198.75	254 561	86,39	60 513	71,69	819 249 730	114,63
3	2017	202	432 730	146,86	153 378	181,71	1 828 420 958	255,85
4	2018	204	563 851	166,13	199 363	236,19	3 604 087 063	504,32
5	2019	202,5	232 469	78,89	258 861	306,68	4 490 721 955	628,39
6	2020	202,5	93 648	31,78	17 344	20,54	600 957 000	84,14
7	2021	207	202 469	68,71	63 040	74,68	1 537 257 400	215,11
8	2022	207	421 791	143,14	119 295	141,33	6 200 580 000	867,65
9	2023	208	336 417	113,02	233 728	276,91	9 985 572 000	1 397,29
10	2024	207	322 657	109,50	376 959	446,60	14 976 315 150	2095,65

Shahrisabz State Museum Reserve is also doing effective work in providing museum tourism services to local and international tourists. The number of museum employees in this museum-reserve increased from 47 (100.00%) to 119 (253.19%) in the last 10 years. The flow of domestic tourists increased from 3,650 (100.00%) to 15,620 tourists (9427.94%). The flow of international tourists was 3,700 tourists in 2015 (100.00), and in 2024 this figure reached 76,400 (2,064.86%).

The increase in the flow of local and international tourists to the Shakhrisabz Museum-Reserve is undoubtedly due to the presence of historical monuments associated with our grandfather, Sahibkiran Amir Temur and his descendants. The total revenue of this museum-reserve from services provided to tourists in 2024 amounted to 14,976,315,150 soums (2095.65%) - Table 4.

Table 4

Growth indicators of museum tourism services provided to tourists by the Shakhrisabz State Museum Reserve in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	47	36.5	100,00	3.7	100,00	2 071 000	100,00
2	2016	47	39.8	109,04	4.5	121,62	1 797 000	86,76
3	2017	47	38.7	106,02	5.8	156,75	8 056 315	389,00
4	2018	47	40.7	111,50	7.2	194,59	47 978 034	2 316,66
5	2019	59	41.1	112,60	7.5	202,70	60 517 486	2 922,13
6	2020	126	11.2	30,68	1.6	43,24	65 108 699	3 143,82
7	2021	126	37.9	103,83	3.4	91,89	253 968 445	12 630,08
8	2022	126	40.2	110,13	15.2	410,81	734 020 211	35 442,79
9	2023	125	65.1	178,35	63.8	1 724,34	1 304 253 263	62 976,98
10	2024	119	156.2	427,94	76.4	2 064,86	2 214 404 533	106 924,41

Currently, 130 museum employees (196.96%) work in the museums of the Kokand State Museum-Reserve (66 in 2015 -100.00%). The flow of local tourists to this museum-reserve has increased since 2015 (119,156 tourists -100.00%). In 2018, the largest number of local tourists visited - 227,891 tourists - (191.25%).

In the year of the pandemic - 1,790 tourists (1.50%). In recent years, museum staff have increased the flow of domestic tourists to 145,195 tourists (121.85%), while in 2024, the number of domestic tourists visiting the museum-reserve has significantly decreased to 84,635 tourists - 70.79% (Table 5). The museum-reserve's reception of international tourists has growth characteristics: in 2028 - 10,855 foreign tourists (230.12%). The pandemic years are very few: in 2019 - 554 tourists (11.71%), in 2020 - 274 tourists (5.80%). In recent years, the museum-reserve has been receiving international tourists, and in 2024, international tourist arrivals accounted for 9410.47%, including 19,362 tourists. Currently, the museum-reserve's revenue from providing services (in 2015 - 58,378,000 soums) is 520,908,400 soums (growth - 907.85%).

Over the past 10 years, the economic efficiency of museum-reserves in providing museum tourism services to local and foreign tourists was as follows:

1. The number of jobs increased from 721 to 951 (growth - 131.90%).
2. the number of visits of local tourists increased from 1,233,494 tourists to 1,283,474 tourists (increase-104.05%).

Table 5

Growth rates of museum tourism services provided to tourists by the Kokand State Museum-Reserve in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1.	2015	66	119 156	100,00	4 717	100,00	58 378 000	100,00
2.	2016	70	146 808	123,20	5 349	113,39	61 700 000	105,69
3.	2017	70	158 169	132,74	8 066	170,99	73 955 500	126,68
4.	2018	106	227 891	191,25	10 855	230,12	334 487 500	572,96
5.	2019	114	1 790	1,50	554	11,71	248 248 600	425,24
6.	2020	113	41 823	35,09	274	5,80	68 819 600	116,17
7.	2021	137	145 195	121,85	2 416	51,21	209 706 200	359,22
8.	2022	136	130 712	109,69	7 978	169,13	375 778 700	643,69
9.	2023	133	119 476	100,26	8 516	180,53	496 553 000	865,40
10.	2024	130	84 365	70,79	19 362	410,47	520 908 400	907,85

3. The flow of foreign tourists increased from 233,397 tourists to 1,148,107 tourists (growth - 791.91%).

4. The income of museums increased from 3,624,190,301 soums to 43,327,520,684 soums (growth - 1,195.50%).

According to scientists' forecasts, by 2033, the income of museum tourism in the global market will increase by 11% annually and reach \$ 75 billion. Based on such forecasts, European countries, which have the largest museums in the world, are rapidly developing museum tourism, which is just emerging¹.

According to the report of the international research company Future Market Insights (FMI), among the types of cultural tourism, the tourist flow in museum tourism will take first place in the next 10 years. Also, the report states that in 2023, museum tourism brought \$ 25.2 billion to the international tourism economy, that is, the forecasts came true, and the average annual growth

¹ Никифорова А.А. Музеи в туристском пространстве регионов // ЦИТИСЭ. 2022. № 2. С.367-373.

of museum tourism amounted to 11.5%. From this point of view, we should see the rapid development of museum tourism in our country in the context of urgent issues in national tourism.

Today, there are more than 1,200 state and non-state museums in our country in various directions¹. As of January 1, 2024, 140 museums in Uzbekistan are under the management of the Ministry of Culture of the Republic of Uzbekistan. A total of 104 museums and their branches operate in the system of the Cultural Heritage Agency. Of these, 37 are main museums and 67 are branches. A total of 2,223 employees work in them is conducting².

Activities of the 5 strongest museums in Uzbekistan. Due to the lack of long-term statistical data on some museums by the given numbers of museums in determining the employment and economic efficiency of the development of museum tourism, we present the results of the long-term activities of the following 5 strongest and internationally recognized museums in Uzbekistan (Table 1).

Table (1) presents the results of the activities of the Karakalpakstan Art Museum named after I. V. Savitsky over the past 10 years. Americans and Europeans call this museum "Savitsky Museum - Louvre in the Desert", and the famous English newspaper "The Guardian" called this museum "The most wonderful museum in the world" in 2001.

The entrance ticket to the museum for local residents is 11 thousand soums for viewing exhibits in one building, and 18 thousand soums for viewing exhibits in two buildings. For foreigners, viewing exhibits in one building costs 48 thousand soums, and for viewing exhibits in two buildings - 72 thousand soums. If foreign tourists are in a group of at least 20 people and want a guide service that provides information about the museum in English, then viewing exhibits in one building costs 80 thousand soums, and viewing exhibits in two buildings costs 160 thousand soums.

According to the table, the number of employees working in the museum increased from 93 to 159 (170.96%). The number of domestic tourists increased from the initial 100,652 tourists until the beginning of the pandemic, reaching 188,607 tourists (187.38%) in 2018 and 124,542 tourists (123.73%) in 2019. Since this period, the number of local tourists visiting the museum has decreased, and in 2024 it received 47,146 tourists (46.84%).

Table 1

Rates of change in the provision of museum tourism services to tourists by the Karakalpakstan State Art Museum named after I.V. Savitsky in 2015-2024³

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	93	100 652	100,00	5 135	100,00	287 489 300	100,00
2	2016	97	98 532	97,89	5 385	104,86	320 192 200	111,37
3	2017	97	102 780	102,11	7 904	153,92	477 047 000	165,93
4	2018	155	188 607	187,38	13 288	258,77	956 933 047	332,85
5	2019	155	124 542	123,73	14 737	286,99	1 261 009 438	438,62
6	2020	158	18 156	18,03	383	7,45	125 130 581	43,52
7	2021	157	45 812	45,51	2 475	48,19	371 353 000	129,17
8	2022	158	66 675	66,24	7 255	141,28	812 420 520	282,59
9	2023	158	65 465	65,04	13 049	254,11	1 405 666 788	488,94
10	2024	159	47 146	46,84	17 307	337,03	1 656 124 712	576,06

¹ Бахтиёр Сайфуллаев, Музейлар – тарихнинг сирли хилқатларини ўзида мужассам этган кўзгу.21:03 18, Май, 2020, Маданият,15813 0

² ЎзА таҳлили, Ўзбекистон Миллий ахборот агентлиги, <https://uza.uz> > posts > oza-...

³ Музейнинг ҳисоботларидан шакллантирилди

The reason for this decrease can be understood as the increased work of museum staff with foreign tourists. Because local tourists are waiting in the museum halls when receiving foreign tourists. The number of foreign tourists has been increasing even during the pandemic, reaching 14,737 tourists in 2019 (an increase of 286.99%), the lowest figure in 2020 was 383 foreign tourists (7.45%). In recent years, the number of foreign tourists has increased, reaching 17,307 tourists in 2024 (an increase of 337.03%). The museum's interest in receiving foreign tourists can be understood as the high cost of their entrance tickets to the museum. Secondly, the international reputation of this museum is also increasing year by year. In recent years, the museum has been recognized as the most profitable museum among the museums of Uzbekistan. The museum's total revenue in 2024 amounted to 1,656,124,712 soums (an increase of 576.06%). The fact that the museum is increasing the flow of foreign tourists is a positive development. However, the museum management needs to develop plans to increase the flow of local tourists and methods of receiving both local and foreign tourists under the same conditions.

The second most profitable museum in Uzbekistan is the "State Museum of the History of Uzbekistan" (Table 2). The flow of domestic tourists to the museum has been increasing since 2019 (in 2018, 132,804 tourists (122.92%). The lowest number of domestic tourists is observed in 2020 (18,420 tourists - 17.04%), in recent years the flow of domestic tourists has been decreasing. In 2023, the museum increased the number of domestic tourists - 99,714 tourists (92.29%), in the following year the flow of domestic tourists is significantly decreasing (70,532 tourists - 65.28%).

According to the table, the museum maintains the flow of foreign tourists at the same level. In 2015, the flow of foreign tourists was 12,194 tourists - 100.00%, in 2024 it was 12,866 tourists - 105.51%. The museum's revenue from tourists is only 2020-2021 decreased. The highest revenue to the museum over the past 10 years was received in 2023 - 1,666,506,900 soums (growth of 1410.57%). In 2024 - 1,033,339,500 soums (growth of 874.64%).

Table 2

Change rates of the provision of museum tourism services to tourists by the State Museum of the History of Uzbekistan in 2015-2024¹

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	68	108 039	100,00	12 194	100,00	118 144,2	100,00
2	2016	73	117 134	108,41	8 856	72,62	125 443,1	106,17
3	2017	75	132 784	122,90	10 305	84,50	167 792,0	142,02
4	2018	72	132 804	122,92	13 722	112,53	261 121,0	221,01
5	2019	75	78 823	72,95	21 545	176,68	481 585,0	407,62
6	2020	73	18 420	17,04	2 318	19,00	67 020,8	56,72
7	2021	101	36 605	33,88	2 500	20,50	75 406,60	63,82
8	2022	105	62 656	57,99	9 611	78,81	774 512,3	655,56
9	2023	107	99 714	92,29	32 227	264,28	1 666 506,9	1410,57
10	2024	97	70 532	65,28	12 866	105,51	1 033 339,5	874,64

The rates of change in the provision of museum tourism services to tourists by the "Shon-Sharaf" State Museum in the "Victory Park" memorial complex for 2020-2025 are presented in Table 3. The data in the table show that from the year the museum was founded to the present, the flow of domestic and international tourists in domestic and international museum tourism has been steadily increasing.

¹ Музейнинг ҳисоботларидан шакллантирилди

In the year the museum began operating, 126,574 domestic tourists (100.00%) were visited, in 2024 - 645,486 tourists (509.96%). Visits by foreign tourists to the museum have also increased, from 360 foreign tourists (100.00%) in 2024 to 4,637 by 2024 (1,288.05%).

Similar thoughts can be repeated about the museum's income. In 2020, the museum's revenue amounted to 216,723,000 soums (100.00%), and in subsequent years, the museum's income has continued to grow, and in 2024, the museum's total revenue will reach 538,231,000 soums (248.34%).

The increase in the number of domestic and international tourists visiting the museum is understandable. Since May 9 is marked as a day of remembrance in our country, blood relatives and friends of those who lost their children in the terrible war, visit the museum's monuments to pay their respects in silence before the names of the national heroes inscribed on marble stones in the museum.

Table 3

The rates of change in the provision of museum tourism services to tourists by the "Shon-Sharaf" State Museum in the "Victory Park" memorial complex in 2020-2024¹

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2020	41	126 574	100,00	0,36	100,00	216 723 000	100,00
2	2021	41	717 415	566,79	0,788	218,88	641 978 000	296,22
3	2022	42	585 886	462,88	1,721	478,05	454 067 000	209,51
4	2023	46	629 148	497,05	9,082	2 522,77	430 580 000	198,67
5	2024	44	645 486	509,96	4,637	1 288,05	538 231 000	248,34

The fourth place in terms of profitability among the museums of our country is occupied by the "State Museum of Arts of Uzbekistan". The State Museum of Arts of Uzbekistan is a cultural, educational, scientific institution; the first art museum in Central Asia. It was founded in 1918 in Tashkent as the Museum of the People's University; later the Central Art Museum, from 1924 the Tashkent Museum of Arts, from 1935 under its current name. The museum fund has more than 50 thousand exhibits (2005)². The results of the last 9 years of activity of this museum in receiving local and foreign tourists are presented in Table 4.

The flow of local tourists to the museum is increasing, excluding the pandemic years, in 2015 it was 21,800 tourists (100.00%), in 2023 it was 65,800 local tourists (301.83%). The largest number of foreign tourist visits was registered in 2018 - 12,800 tourists (426.66%), by 2023 the number of foreign tourist visits is significantly decreasing - 2,000 tourists (66.66%). The museum's revenues show an increase in all years (2023 - 346,917,000 soums - 1,301.56%).

Table 4

Change rates of museum tourism services provided to tourists by the State Museum of Arts of Uzbekistan in 2015-2023³

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	64	21,8	100,00	3	100,00	26 653 800	100,00
2	2016	63	50,7	232,56	1,3	43,33	45 700 000	171,45

¹ Музейнинг ҳисоботларидан шакллантирилди

² https://uz.wikipedia.org/wiki/O'zbekiston_davlat_san'at_muzeyi

³ Музейнинг ҳисоботларидан шакллантирилди

3	2017	60	38,8	177,98	1,1	36,66	94 202 525	353,42
4	2018	76	54,3	249,08	12,8	426,66	119 561 700	448,57
5	2019	38	25,7	117,88	2,6	86,66	99 243 000	372,34
6	2020	53	10	45,87	0,6	20,00	54 366 000	203,97
7	2021	55	0,42	1,92	0,02	0,66	56 790 000	213,06
8	2022	63	70,7	324,31	0,8	26,66	296 315 000	1111,71
9	2023	66	65,8	301,83	2	66,66	346 917 000	1301,56

The State Museum of Repression Victims under the Cabinet of Ministers of the Republic of Uzbekistan has been ranked 5th in terms of profitability in the last 10 years of museum activity in Uzbekistan. The solemn opening of the "Memory of Martyrs" memorial complex was a major event in the social, cultural and spiritual life of the country and the people, this complex has become one of the places that serve to educate the younger generation in the spirit of patriotism. The museum services provided by this museum to local and foreign tourists over the past 10 years are presented in Table 5. After reviewing the data in the table, it can be concluded that there is an unevenness in the results obtained in the museum's activities until 2024, and it is understandable that visits decreased sharply during the pandemic. In 2024, the museum achieved significantly higher results in receiving local and foreign tourists. This year, the flow of domestic tourists reached 83,531 people (247.74%), 7,612 foreign tourists visited (338.10%), the total revenue received amounted to 314,436,200 soums, an increase of 492.50%.

Table 5

The rates of change in the provision of museum tourism services to tourists by the State Museum of Memory of Victims of Repression under the Cabinet of Ministers of the Republic of Uzbekistan in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	35	33 717	100,00	2 251	100,00	63 843 639	100,00
2	2016	40	37 981	112,64	2 223	98,75	50 324 306	78,82
3	2017	40	44 911	133,19	2 336	103,77	68 441 738	107,20
4	2018	39	24 395	72,35	3 933	174,72	67 287 000	105,39
5	2019	40	18 716	55,50	7 345	326,29	116 353 000	182,24
6	2020	40	10 829	32,11	469	20,83	34 098 000	53,40
7	2021	41	20 031	59,40	536	23,81	73 849 000	115,67
8	2022	43	56 777	168,39	3 642	161,79	184 768 000	289,40
9	2023	46	29 009	86,03	6 753	300,00	226 147 000	354,22
10	2024	51	83 531	247,74	7 612	338,16	314 436 200	492,50

When we summarized the 10 years of activity of these museums in Uzbekistan, the following figures emerged;

1. The number of jobs in five museums increased from 301 to 417 (growth - 168.53%).
2. The number of domestic tourists increased from 390,782 tourists to 912,495 tourists (growth - 233.50%).
3. The flow of foreign tourists increased from 20,240 tourists to 44,422 tourists (growth - 219.47%).
4. The income of museums increased from 712,853,939 soums to 3,889,048,412 soums (growth - 545.64%).

Conclusions and recommendations:

1. From the study of the procedures for receiving local and foreign tourists by the museums mentioned in the text, it becomes clear that the management of the museums should develop plans

to increase the flow of local tourists, and a procedure for receiving both local and foreign tourists under the same conditions.

2. The organization and management of priority cooperation systems with museums in the areas of providing museum services to local and foreign tourists, organizing scientific and practical conferences with museums, exchanging experiences, and introducing new technologies are among the targeted plans for organizing and developing museum tourism.

3. Exhibits and expositions of historical significance and internationally recognized in these museums of our country should be presented to the international tourism market in many languages.

4. Developing a state program for the organization and effective development of museum tourism in Uzbekistan.

5. Considering that the emergence of museum tourism in world tourism forced museums to move from a "wait and see" mode of work to diversification and ways of finding additional funds, in domestic museum tourism, museum leaders, heads of district public education departments, colleges and universities should create strategic plans for conducting practical classes in museums for students and students in museum-related subjects.

6. Organization of international museum tourism partnerships in the development of international museum tourism in Uzbekistan. Permanent organization of exhibitions of our internationally famous museums in foreign countries. Organization of information and advertising centers for international museum tourism in Uzbekistan.

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