

Article

Improving The Management Strategy on The Basis of Tourism Type Development Programs in Uzbekistan

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Abstract: This article analyzes the issues of improving the management strategy based on programs for the development of tourism types in Uzbekistan from a scientific, theoretical and practical perspective. The importance of institutional coherence between the macro, meso and micro levels in tourism management is scientifically substantiated. Also, priority areas for the introduction of territorial specialization by types of tourism, a digital monitoring system and result-oriented KPI mechanisms are proposed. The results of the study suggest that proposals for improving the management strategy for the development of tourism as a strategic sector in Uzbekistan are developed based on scientifically based models and integrated approaches.

Keywords: Types of Tourism, Management Strategy, Tourism Development Programs, Tourist Flow, Strategic Efficiency Index (TSE), CAGR, Regional Specialization, Digital Monitoring, KPI System, Sustainable Development, Tourism Cluster, Institutional Management

1. Introduction

Tourism is recognized as one of the fastest growing sectors of the 21st century in the world economy. It plays an important role in stimulating economic growth, providing employment, developing regional infrastructure, and promoting national culture internationally. A distinctive feature of the tourism industry is that it operates in close connection with many other sectors, such as transport, construction, trade, catering, crafts, and services. Therefore, the development of tourism has a multiplier effect on other sectors of the economy.

In the conditions of the Republic of Uzbekistan, tourism is an important means of diversifying the national economy, creating new jobs and increasing the export of services. The country's territory is located at the crossroads of the Great Silk Road, has a rich historical and cultural heritage and is rich in diverse natural resources. This creates a solid foundation for the parallel development of various areas of tourism.

In particular, cities such as Samarkand, Bukhara and Khiva, with their unique architectural monuments, madrasas, mosques and mausoleums, are an integral part of the world cultural heritage. These cities are the main centers of cultural and historical tourism and play a decisive role in attracting international tourist flows. At the same time, the Chimyan Mountains, mountainous and desert regions, national parks expand the opportunities for the development of ecological and recreational tourism [1], [2], [3], [4].

In the current global economic environment, tourism, as a strategic sector, occupies a special place in the socio-economic policies of countries. It is an effective mechanism for contributing to the growth of gross domestic product, increasing foreign exchange

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earnings, creating new jobs and developing small businesses. Especially for countries that seek to increase the share of services exports, tourism is becoming a stable source of income. In this regard, the issue of tourism development is not only an economic, but also a strategic management problem.

In recent years, the tourism sector in Uzbekistan has become one of the priority areas of state policy. The country's rich historical heritage, cultural values, shrines and natural resources create broad opportunities for the development of various forms of tourism. However, the full use of existing potential requires an effective management strategy. Although programs aimed at the development of tourism types have been adopted, there are cases where issues such as institutional coordination, effectiveness assessment and targeted allocation of resources have not been sufficiently addressed during their implementation [5].

The relevance of this topic is explained, first of all, by the increased competition in the tourism market. Neighboring and regional countries are also actively promoting their tourism products. In such conditions, to ensure the competitiveness of Uzbekistan in the international tourism market, it is not enough to rely only on historical sites. It is necessary to diversify the tourism product, introduce new types of tourism, bring the quality of services to international standards, and strengthen marketing policy. This, in turn, requires a review of strategic management.

At the same time, the post-pandemic era requires new approaches to tourism. Tourists' demands and preferences have changed: safety, environmental friendliness, individual travel routes and digital services are becoming a priority. Therefore, tourism development programs should be formulated taking into account modern global trends, and their management system should be flexible [6], [7].

This topic is also important from the point of view of territorial development. Tourism often creates new opportunities in areas with low economic activity. For example, in rural and mountainous areas, the development of agrotourism or ecotourism can increase the income of local residents. This will help reduce internal migration, improve infrastructure and ensure social stability. However, this process will not be effective without systematic management.

Another important aspect is the issue of compliance with the principles of sustainable development. Tourism relies on natural and cultural resources. If the management strategy does not take into account the ecological balance, preservation of heritage sites and protection of the interests of the local population, long-term effectiveness cannot be achieved. Therefore, it is urgent to implement tourism development programs in accordance with the principles of sustainability [8], [9], [10].

The issue of human resources and institutional reforms also increases the importance of the topic. Training qualified specialists in the field of tourism management, introducing modern management methods, establishing digital analysis and monitoring systems is a requirement of today. Because the development of tourism means not only increasing the number of facilities, but also forming an effective management system.

Improving the management strategy based on tourism development programs is an extremely urgent scientific and practical problem in terms of sustainable growth of the Uzbek economy, ensuring regional development and increasing international competitiveness. A thorough analysis of this issue and the development of scientifically based proposals will serve the long-term sustainable development of the tourism sector.

Review of literature on the topic. The issue of improving the management strategy based on tourism development programs is usually covered in the scientific literature in three broad approaches: destination competitiveness and resource management; destination management (DMO) and institutional management; marketing-branding and tourism product diversification. In studies on Uzbekistan, these blocks are often studied separately, and the issue of integrating them into a single strategic management system (goal-indicator-instrument-monitoring) is relatively less addressed [11], [12], [13].

The Ritchie–Crouch model is one of the most widely used conceptual frameworks for explaining the competitiveness of a tourism destination. The model considers competitiveness as a result of the interaction of “resources” (heritage, natural

environment, infrastructure, etc.) and “destination management”; at the same time, external environmental factors are also taken into account [1], [2]. The strength of this model is that it theoretically reveals the relationship between public policy, the private sector and public interests. However, the model has the following shortcomings: it remains largely at the conceptual level, in practice it requires additional instruments to translate the “feedback” of KPIs (performance indicators), budgeting and management decisions into a specific methodology. In the conditions of Uzbekistan, in particular, performance management and monitoring mechanisms at the regional level should be supplemented with this model.

The Dwyer–Kim approach develops the ideas of Ritchie–Crouch and systematizes the determinants of competitiveness (resources, created resources, demand, conditions, management) as more “measurable” logical blocks [3]. Its advantage is that the idea of assessing the competitiveness of a destination through indicators is strong. However, there is a critical point: the system of indicators is often tightly linked to national statistics; in countries with poor data quality or incomplete institutional reporting mechanisms, the model may not work properly. Therefore, when compiling “indicators” in Uzbekistan, it is necessary to integrate digital footprints (online booking, mobile traffic, platform analytics) and satisfaction surveys along with official statistics.

Buhalis focuses on destination marketing and argues that marketing alone will not produce sustainable results if tourism policy is not coordinated with regional development plans [4]. This idea is very important for Uzbekistan: in practice, in some regions, “promotion” is active, but the effectiveness of marketing is limited due to weak logistics, service, and product packaging. Critical point: Buhalis emphasizes more on marketing-management integration, but it is difficult to implement recommendations in practice in conditions where institutional responsibilities (which agency is responsible for what, with what KPIs) are not defined.

In terms of institutional governance, the UNWTO/UN Tourism DMO (Destination Management Organization) guidelines define the role of the “lead organization” at the destination level, stakeholder coordination, strategic planning, and accountability principles [5], [6]. The strength of the guidelines is the practical management logic (stakeholders, authority, financing model, strategic cycle). The disadvantage is that since they are given as universal recommendations, if the legal authority and sources of financing are not clearly modeled in the full implementation of the DMO model in countries with centralized state administration, it may turn into a structure with the name “institute” but low impact. Therefore, in the transition to the DMO logic in Uzbekistan, mechanisms that guarantee territorial authority, budget-project financing, and private sector participation should be developed on a scientific basis.

In addition, recent empirical studies have attempted to measure competitiveness across countries using indices, combining the Ritchie-Crouch and Travel & Tourism indices.[7] These approaches are useful in providing policymakers with comparative analysis, but they may not fully capture local realities (e.g., domestic tourism, seasonality, regional disparities).

Scientific work on tourism in Uzbekistan is mainly focused on improving the regulatory framework, infrastructure, clusters, branding, service quality, and public-private partnerships.

The first direction is the analysis of state programs and legal reforms. For example, some articles mention the tourism concept for 2019-2025 and its priority tasks (diversification, infrastructure, marketing, investment) [8]. This type of work is valuable because it systematizes the content of strategic documents. However, a critical point: many works remain descriptive and do not offer a methodology for assessing the quality of program implementation (KPI, scoring, cost-benefit, impact evaluation). As a result, there is a list of “what to do”, but the management mechanism “how to measure and how to correct” is not sufficiently disclosed.

The second direction is tourism clusters and regional models. For example, in dissertations and educational and methodological sources, the interaction between cluster participants, product packaging and service chains are analyzed [9], [10]. Strength: the

cluster approach explains the integration of the real sector (hotel-transport-catering-crafts-guiding). Weakness: in many studies, the effectiveness of a cluster is viewed not as a whole system with an institutional environment (land allocation, license, tax, public procurement, standards) and market signals (demand segmentation, price, channel), but as a “project”. Therefore, from the perspective of strategic management, it is necessary to clearly define the legal authority, financing model, and success indicators for clusters.

The third area is branding and marketing. Some studies raise the issue of Uzbekistan's tourist brand, cultural heritage and image [11]. These works are important, because the brand serves to differentiate the tourism product in the international market. A critical aspect: branding is often interpreted as a “media image”, and its “experience design” aspect related to service standards, navigation, public transport, event calendars, digital sales channels is poorly covered. That is, it is not enough to give the brand operational content (tourist journey).

The fourth area is regional strategies and practical problems (logistics, security, improving service quality, domestic tourism). Some articles attempt to conduct a comprehensive analysis of strategies across regions [12]. However, there is a methodological problem here: in many articles, the database is limited, and empirical studies (survey design, econometrics, geoanalytics) are rarely used. This reduces the reliability of translating scientific conclusions into management decisions.

The fifth direction is inclusive and sustainable tourism. Some works refer to the principles of inclusive tourism and sustainable development, and directions are determined based on concept documents [13]. The advantage of this direction is the idea of bringing the benefits of tourism to a wide range of people. Disadvantage: sustainability often remains declarative, and the system of indicators and reporting practices, such as environmental load, heritage conservation costs, and impact on local populations, are not sufficiently developed.

Critical analysis shows that foreign literature provides a solid theoretical basis for Uzbekistan (competitiveness, DMO, marketing integration), while local work sheds light on the real situation in terms of resources, infrastructure, clusters and legal reforms. However, the integral link in the chain “program → strategy → KPI → monitoring → decision”, that is, the instrumental mechanism (indicators, institutional accountability, digital monitoring, results-based budgeting) that transforms tourism development programs into a management strategy, has not been sufficiently developed. Therefore, the article focuses on strengthening this link, that is, transforming the content of the programs into a practical architecture of a management strategy across tourism types [14], [15], [16].

2. Materials and Methods

In Uzbekistan, the methods of improving the management strategy based on tourism development programs were used: systematic analysis, historicism and logic, induction and deduction, analysis and synthesis, comparative and selective research, monographic analysis and grouping.

3. Results and Discussion

In recent years, the country has implemented systemic reforms aimed at supporting tourism. The visa regime has been liberalized, an electronic visa system for foreign citizens has been introduced, new hotels, transport and logistics infrastructure have been built. Institutional reforms have been carried out in the tourism sector, and the management system has been reorganized. These changes have served to strengthen the competitive environment in the sector and attract investment.

However, sustainable and effective development of tourism is not limited to expanding infrastructure alone. Today, diversification of tourism types, formation of territorial specialization, strengthening of marketing and branding policy, use of digital technologies and raising the quality of services to international standards remain important tasks. In particular, the systematic development of new areas such as pilgrimage, ecological, gastronomic, agro and medical tourism requires a comprehensive management strategy.

In this context, improving the management strategy based on tourism development programs is of great scientific and practical importance. Through the introduction of effective strategic planning, institutional coordination, monitoring and evaluation mechanisms, tourism can be transformed into a driver of sustainable growth of the national economy.

To scientifically substantiate the improvement of the management strategy based on programs for the development of tourism types in Uzbekistan, the relationship between statistical dynamics, economic efficiency and management effectiveness was analyzed for the period 2020–2024. The analysis took international tourist flows, service exports and growth rates as the main indicators.

Table 1. Number of foreign tourists visiting Uzbekistan in 2020-2024

Years	Number of tourists (millions)	Growth rate (%)
2020	1.5	-77
2021	1.9	+26
2022	5.2	+173
2023	6.6	+27
2024	8.2	24

Source: Developed by the author based on data from the National Statistics Committee of the Republic of Uzbekistan and the Tourism Committee of the Republic of Uzbekistan.

According to the data presented in the table, 2020 saw a sharp decline due to the pandemic. Starting in 2022, the recovery phase intensified, and by 2024, the number of tourists exceeded the 2019 level.

Growth rate formula:

$$g_t = \frac{T_t - T_{t-1}}{T_{t-1}} \times 100\%$$

Here: - the number of tourists this year; T_t

T_{t-1} - number of tourists last year

Compound Annual Growth Rate (CAGR)

$$CAGR = \left(\frac{T_{2024}}{T_{2020}} \right)^{\frac{1}{4}} - 1$$

$$CAGR = \left(\frac{8.2}{1.5} \right)^{0.25} - 1 \approx 0.63 = 63\%$$

This indicator indicates that the tourism industry has high recovery potential in the post-pandemic period.

Table 2. Export of tourism services

Years	Revenue (billion USD)	Growth (%)
2020	0.3	-
2021	0.5	+67
2022	1.4	+180
2023	2.1	+50
2024	2.8	+33

Source: Developed by the author based on data from the National Statistics Committee of the Republic of Uzbekistan and the Tourism Committee of the Republic of Uzbekistan.

According to the data presented in the table, in 2020 it amounted to 0.3 billion US dollars, and in 2024 it amounted to 2.8 billion US dollars.

Income formula:

$$R_t = T_t \times S_t$$

where: - tourism revenue; - number of tourists; $R_t T_t$

S_t - average spending (per tourist)

Tourism Strategic Efficiency Index (TSE)

The following integral index is proposed to assess management effectiveness:

$$TSE = \alpha G + \beta R + \gamma D$$

Here:

G - tourist growth rate

R - income growth

D - diversification index (share of tourism types)

α, β, γ - weight coefficients

Contingent calculation for 2024:

$G = 0.24$

$R = 0.33$

$D = 0.65$ (taking into account the expansion of tourism types)

$$TSE = 0.3(0.24) + 0.4(0.33) + 0.3(0.65) = 0.072 + 0.132 + 0.195 = 0.399$$

This result indicates that a transition phase to sustainable growth is taking shape in tourism management.

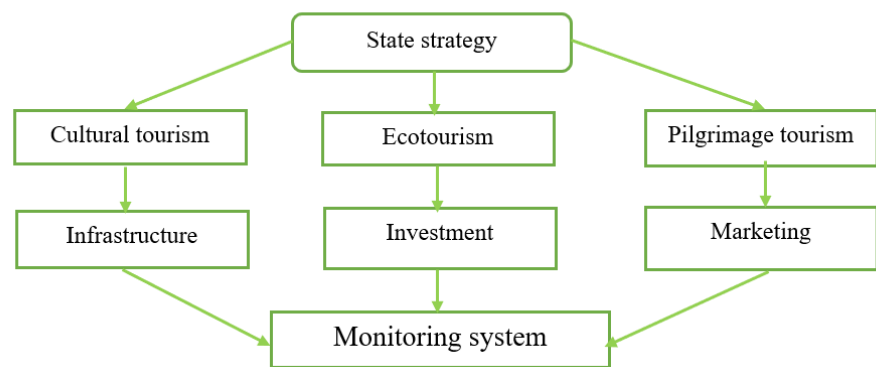


Figure 1. Tourism development management architecture

This model implies a branched management by tourism type. Each tourism type should have a separate strategic plan, but be evaluated through a centralized monitoring system.

Management efficiency can be expressed by the following equation:

$$SE = f(Ma, Me, Mi)$$

where: - macro policy effectiveness; Ma

Me - meso (territorial) level of management;

Mi - micro (business) activity.

If any one of these factors is weak, overall performance will decrease.

According to the results of the research, the growth dynamics observed in 2020-2024 indicate that:

-In 2020, the macro factor (restrictions) had a negative impact.

-Visa liberalization and marketing campaigns from 2022 (macro) have spurred recovery.

-regional infrastructure investments have increased (meso) tourist flows.

-private sector activity has provided (micro)income growth.

This relationship can be evaluated through the following index:

$$TI = \frac{T \times R}{I}$$

where: - number of tourists; -income; TR

I - infrastructure investment.

The higher the index, the higher the management efficiency.

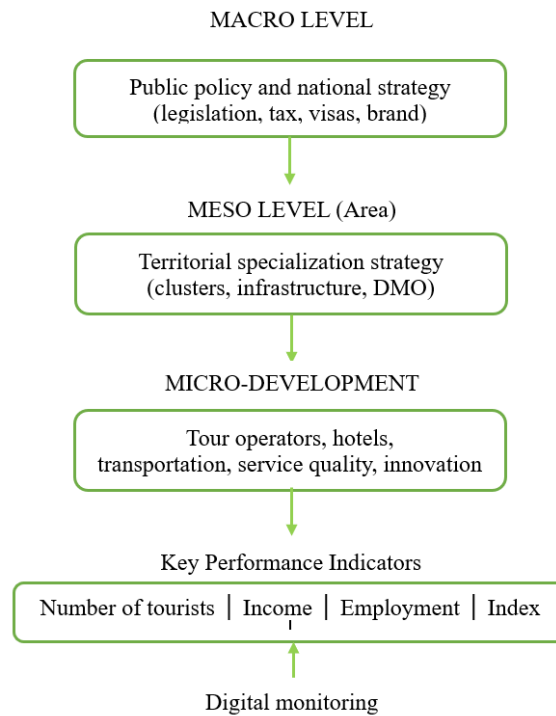


Figure 2. Integrated Strategic Management Model (ISBM) in Tourism Development

This picture is based on the principle of vertical integration in tourism management. That is, strategic decisions are made at the macro level, but the practical result is formed at the micro level.

4. Conclusion

The study revealed that the issue of improving the management strategy based on tourism development programs in Uzbekistan is a strategic necessity confirmed by practical results. The statistical dynamics observed in 2020-2024 show that the tourism sector recovered in a short time after the pandemic crisis and entered a stable growth trajectory. The sharp increase in the number of international tourists, the increase in the volume of services exports and the increase in domestic tourism activity demonstrated the positive effect of the institutional reforms implemented in the sector, visa liberalization, infrastructure investments and marketing policies.

However, the analysis shows that in order for the current achievements to become sustainable and long-term results, the management system needs to be further systematized. Tourism development should be assessed not only by increasing the number of tourists, but also by increasing revenue per tourist, improving the quality of services and diversifying the share of tourism types. In this regard, the integrated performance index (TSE), CAGR calculations and KPI system proposed in the article can serve as a scientific basis for making strategic decisions.

The results of the study showed the need for three levels of integration in tourism management:

1. Macro level- state policy, legislative framework and national brand strategy.
2. Meso level- regional specialization, clusters and destination management.
3. Micro level- business entities, service quality and innovative services.

Without coherence between these levels, it is difficult to fully achieve strategic goals. Therefore, it is important to introduce a digital monitoring system, results-oriented budgeting, and an evaluation mechanism based on clear indicators.

The concept of territorial specialization has also been formulated as an important scientific conclusion. Developing specialized strategies in regions with different tourism resources increases investment efficiency and allows targeting the tourism product to

specific segments. This strengthens the national tourism brand and increases international competitiveness.

Integrating sustainable development principles is also a priority for the future. Protecting the natural environment, preserving cultural heritage and taking into account the interests of local populations will help to maintain the long-term socio-economic benefits of tourism. Tourism's contribution to economic growth must be developed in harmony with environmental and social sustainability.

Also, increasing human capital and personnel potential will determine the future competitiveness of the industry. The introduction of modern management methods, digital technologies, marketing tools and service standards will increase the value of the tourism product.

Overall, the positive trends in 2020-2024 have shown that Uzbekistan's tourism has high strategic potential. In the future, by enriching the management strategy with scientifically based models, accurate indicators, and digital analysis tools, tourism can be transformed into a driver of sustainable economic growth.

Thus, improving the management strategy based on tourism development programs should be considered not only a sectoral issue, but also an important direction of national economic development. Scientifically based approaches in this direction will serve to strengthen the country's position in the international tourism market and increase the well-being of the population.

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