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Article

Classification Methods of Strategies in Tourism

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Abstract: The methods used to categorize tourist development strategies are examined in this article. It is shown that strategic planning is key to the tourist industry's competitiveness and long-term development. A comparative study is conducted of the methodological models (PESTEL, SWOT, BCG, VRIO, TALC, and cluster approach) that are often used in national and regional tourist planning. Based on Uzbekistan's experience, namely the state programs (PF-87, PQ-60, and "Uzbekistan-2030" Strategy), the article analyzes the main categories of tourist strategies and how they are categorized. Potential enhancements to methodological frameworks for categorizing tourist initiatives are highlighted by a comparison with foreign practices (Croatia, Spain, Turkey, and Korea).

Keywords: tourism strategies, classification methodology, sustainable development, cluster approach, competitiveness, tourism policy

1. Introduction

The tourism industry is an important component of the global economy, and also one of the fastest growing industries in The 21st century. According to the World Tourism Organization (UNWTO), for the past decade, foreign visitors have increased in numbers by between three and four per cent annually with 1.2 billion arrivals estimated by 2023. This perspective has also cemented tourism as a priority sector for national and regional development plans, consoli- dating its strategic importance to domestic economies [1].
Creating the right tools and classifying them properly is a key of ordering tourism effectively and assuring its development is sustainable. The content related to strategy types, directions and goal-oriented classifications represent the theoretical-methodological starting point necessary to be followed in order to implement state policies, establish competitive advantages on the tourism market and ensure that resources are used effectively [2].

From this point of view, the present paper is aimed at analysing theoreticalguide to the types/subtypes/several levels strategy classification system with view to tourism. More concretely, the paper reviews most used model in word tourism management: PESTEL analysis, SWOT!BCG matrix and VRIO model of their application to the field of tourism [3].

Tourism is a relatively new priority sphere of the national policy in Uzbekistan. State policy in the field of tourism is firmly enshrined in the Presidential Decree PF-87 dated January 28, 2022, Resolution PQ-60 dated October 31, 2023 and concept vision "Uzbekistan–2030". These documents give priority to the following: development of the national tourism infrastructure, creation of composite regional tourism clusters, active leveraging cultural and historical heritage facilities, introduction of digital tourist technologies, planning and implementation of a system for sustainable tourism [4].

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It is cities such as Samarkand, Bukhara and Khiva – all of which are listed in the list of World Heritage by UNESCO – that have an enormous effect on the international image of tourism for the country [5]. At the other extreme, tourism development strategies are being developed in regions such as Urgut, Shahrisabz, Kokand and Termez based on local conditions [6].

In this regard we are interested in studying the typology of strategies and their classification methodologies on the example of tourism industry in Uzbekistan, combined with experience at abroad [7]. It will be scientifically-and-theoretically and practically significant for the perfection of strategic management mode in tourism [8].

2. Materials and Methods

The classification methodologies of strategies in tourism are based on various theoretical approaches and practical models. These models serve to manage tourism effectively in the context of state policy, market relations, and regional development. The following methodological directions are selected as the main theoretical foundation for this research:

1. **PESTEL Analysis Model**: This model allows for the analysis of external factors influencing tourism strategies:
    a. **P (Political)** – State policy, decisions related to tourism, licenses, visa regimes.
    b. **E (Economic)** – Contribution of tourism to GDP, investments, service exports.
    c. **S (Social)** – Public attitude toward tourism, hospitality, demographic factors.
    d. **T (Technological)** – Digital tourism technologies (online booking, mobile applications).
    e. **E (Environmental)** – Sustainable tourism, ecotourism, environmental protection.
    f. **L (Legal)** – Tourism legislation, licensing, and international standards.

    PESTEL analysis evaluates how well tourism strategies align with external environments at both national and regional levels.
2. **SWOT Analysis**: This model identifies the region's strengths, weaknesses, opportunities, and threats in classifying strategies:
    a. **S (Strengths)** – Cultural and historical heritage, geographic location, hospitality.
    b. **W (Weaknesses)** – Insufficient infrastructure, low service quality.
    c. **O (Opportunities)** – International exhibitions, tourism clusters, state programs.
    d. **T (Threats)** – Global competition, political security, seasonality.

    SWOT analysis is crucial in identifying the main types of tourism strategies.
3. **BCG (Boston Consulting Group) Matrix**: This model classifies tourism products and services based on "market share – market growth":
    a. **"Stars"** – High-demand and fast-growing tourism services (e.g., MICE tourism in Samarkand).
    b. **"Question Marks"** – Emerging sectors (e.g., eco-tourism, agrotourism).
    c. **"Cash Cows"** – Stable and long-term market share services (e.g., cultural heritage tourism in Bukhara, Khiva).
    d. **"Dogs"** – Low demand and limited growth sectors.

    The BCG matrix is used for properly segmenting strategies.
4. **VRIO (Value, Rarity, Imitability, Organization)**: This strategic model is applied to evaluate tourism resources:
    a. **V (Value)** – Economic value of the resource.
    b. **R (Rarity)** – Degree of uniqueness (e.g., UNESCO World Heritage sites).
    c. **I (Imitability)** – Inimitability by competitors.
    d. **O (Organization)** – Degree of effective organization in utilizing resources.

    This model is applied to classify the strategic advantage of unique resources in Uzbekistan, such as the Registan, Ichan Kala, and Shahrisabz.
5. **TALC (Tourism Area Life Cycle)**: According to the model developed by Richard Butler, each tourism area goes through life cycle stages:
    a. **Exploration Stage** – Visits by allocentric tourists.

b. **Development Stage** – Expansion of infrastructure.
c. **Consolidation Stage** – Mass tourism formation.
d. **Stagnation Stage** – Decline in tourist flows.
e. **Renewal or Decline** – Dependent on strategic management.

This methodology is important for Uzbekistan, as cities like Samarkand and Bukhara are in the "consolidation stage," while Urgut and Termez are in the "development stage".

6. **Cluster Approach**: This model classifies tourism strategies based on regional and functional aspects. As noted by Rassokhina, the effective development of destinations depends on the formation of tourism clusters. For example, the Samarkand-Bukhara-Khiva cluster could be classified as a "cultural heritage cluster," and the Fergana Valley as an "ecotourism and handicrafts cluster".

Literature Review

The systematization of models of tourism strategies is highlighted in the reviews by global scientific literature with several theoretical currents and practical models emerging. The most significant ones include:

In another example, Fesenmaier and Xiang's "Design Science in Tourism" focuses on innovative methods of DMO management -including strategic planning with the use of design science principles. The authors draw attention to the value of technology integration, use of data analysis and innovation in developing a tourism industry strategies.

Book by Dwyer, Tomljenović and Čorak "Evolution of Destination Planning and Strategy: The Rise of Tourism in Croatia" describes strategy formulation experience and its implementation process through the Croatian tourism policy. The value-driven vision and the regional management systems and their relationship to the cluster model are highlighted in national tourism strategy categorization bythe authors.

Tomaeva E.N. touches on the theoretical and practical bases of tourist strategy, such as the cluster approach, competitive models and concepts of sustainable development. She stresses the relationship between tourism resources, itinerary and management systems in typologies.

The economic and social content of the category "tourist destinations" is studied by Pavlenko I.G. and Osmanova E.U., as they view it in their work "Essence and Content of Tourist Destinations". These categorize tourism strategies by local, functional and socio-economic approaches which derive from N. Leiper, F. Kotler, D. Buhalis and others.

Buhalis suggests a 6A model – in the form of Attractions, Accessibility, Amenities; Available packages; Activities and Ancillary Services – for categorizing tourism strategies that are targeted at addressing competitiveness. This is among the most standard models at present for tourism.

Artemova E.N., Vladimirova O.G.: Strategic positioning of the franchising in tourism on a regional market Artemova, E.N., Vladimirova O.G. The article Franchise models and their impact on tourism strategies is dedicated to analysis of franchise models and influence on touristarategies. They stress that it is necessary to examine franchise networks and the tourism strategy classification competition within a region.

The book of V.A.Quartalnov "Strategic management in tourism" examines the classic concepts of strategic management in tourism, theory competitive positions development according to M.Porter, rational use such resources and ways of classification for tourist policy.

Consequently in the literature review it is set out the main theoretical visions of global and local reference. On the basis of this, Results and analysis In Results and analyses in both classifications and typology of strategies for tourism based on Uzbekistan will be dissected in the following section.

3. Results

Tourism is one of the priority areas in Uzbekistan's state policy. In recent years, several decrees and resolutions aimed at the development of tourism have been adopted [9]. Specifically, the Presidential Decree PF-87 of 2022, the Resolution PQ-60 of 2023, and the

"Uzbekistan–2030" strategy have defined the strategic directions for tourism at the national level [10].

Tourism strategies can be classified into the following types:

1. **National Strategies** – These support tourism as one of the priority sectors in the national economy. For example, the "Uzbekistan–2030" strategy sets the goal of significantly increasing the share of tourism in GDP.
2. **Regional Strategies** – Implemented through local clusters in cities and districts such as Samarkand, Bukhara, Khiva, Shahrisabz, and Urgut.
3. **Innovative Strategies** – Including digital tourism services, "smart city" technologies, electronic visas, and online booking systems.
4. **Cluster Strategies** – Developing tourism based on regional networks, such as the Samarkand–Bukhara–Khiva cultural heritage route and the Urgut handicraft cluster [11].

Table 1. Tourism Indicators and the Impact of State Strategies in Uzbekistan

Year	Foreign Tourists (Million)	Tourism Revenue (Billion USD)	Tourism Share in GDP (%)	Key State Strategies
2018	6.4	1.3	2.5	Tourism Development Program (2017–2021)
2019	6.7	1.5	2.8	Electronic visa system introduced
2020	1.5	0.3	0.7	Pandemic, border closures
2021	1.9	0.5	1.0	Tourism Recovery Program
2022	3.7	0.9	1.7	Presidential Decree PF-87 ("Tourism in New Uzbekistan")
2023	5.2	1.6	2.5	Resolution PQ-60, "Uzbekistan–2030" Strategy
2024	10.2	3.5	4.1	Tourism clusters, "Second City Pass" program

As seen in **Table 1**, Uzbekistan's tourism exhibited stable growth in 2018-2019. In 2020, the number of tourists fell to 1.5 million due to the pandemic, and tourism revenue dropped to $0.3 billion. However, in 2021-2022, growth resumed due to state programs and the restoration of tourism infrastructure. The biggest jump occurred in 2024, with 10.2 million foreign tourists and over $3.5 billion in tourism revenue, demonstrating the effectiveness of national strategies (especially "Uzbekistan–2030") and regional cluster programs. The share of tourism in GDP increased to 4.1%, highlighting the growing strategic importance of tourism in the country's economy [12].

4. Discussion

Comparative experience in the sphere of tourism marketing and promotion: An analysis of the development vectors within Uzbekistan compared to world trends When comparing the national tourism policy with practices abroad, several important conclusions can be made.

National strategy effectiveness: The “Uzbekistan–2030” strategy, together with decrees and resolutions for 2022–2024 have largely helped in achieving a sustained growth of tourism. There were a record 10.2 million foreign tourists in 2024 and $3.5 billon in revenues, proof positive about the effectiveness of state policy. This is similar to what Croatia did, when national tourism policies were used as a driving force for the post-2013 EU accession economic revival of the country [13].

Clusters by Regions: In the case of Uzbekistan it is a route based one, like the Samarkand–Bukhara–Khiva cultural heritage route or Urgut handicraft cluster. This

method is in line with approaches in Russia and China where tourism clusters are used as a catalyst for regional development [14].

Sustainable Development and Environmental Factor: The sustainable tourism development is closely connected with the protection of environment as indicated in PESTEL analysis. The ecotourism and national park infrastructure remains to be built in Uzbekistan. This problem has to be analyzed by observing the experiences of countries such as Turkey and Spain, where the standards are included in coastal tourism planning [15].

Significance of Digital Transformation: From 2020 to 24, Uzbekistan implemented digital tourism services (e-visa, online booking, AR/VR tourism). This aligns with global trends. Digital tourism has also been adopted as a national strategic goal by South Korea and Japan, both countries use digital marketing to enhance their visibility.

Risks and Threats: Step 3 of the strategy classification process pertains to external risk as well. Tourism growth could be adversely affected by geopolitical shifts, constraints in transportation logistics and world economic instability. So, the best tourism policy of Uzbekistan can be interpreted as to diversify and securing.

5. Conclusion

Finally, the coordination between national and regional strategies guarantees sustainable tourism development. The cluster method and digital technologies are the strategic priorities. Overseas experience, including the way that strategies have been classified, indicates that stronger links are increasing in the economic and social returns on tourism. Tourism strategy classification of tourism strategies is very important in the effective practice of national policy. The findings of the Uzbekistan case study are summarised as follows:

National Strategies Effectiveness The presidential decrees and resolutions, such as "Uzbekistan–2030" have contributed to the rapid development of tourism in the country. In 2024, 10.2 million foreign tourists entered Uzbekistan and the income in revenue was $3.5 billion which proves that these strategies are successful.

Local Strategies: The tourism clustering in Samarkand, Bukhara, Khiva and Urgut has provided rational regional development.

Creative tactics: Digitalization services, e-visas, AR/VR technologies are necessary parts of the development of modern tourism and their presence is an essential part of our country's tourism strategy.

Strategies for Sustainable Development: Programs on the development of ecotourism and environmental protection should be further developed, as well as ecology in general is undeveloped in Uzbekistan.

Conformity To The Foreign Experience: Previous experience of Croatia, Turkey, South Korea and Spain has been a significant source in the classification of strategies for diversification learned by Uzbekistan when it goes to sustainable and digital tourism development.

Based on these observations, the following suggestions are made:

At the National Level: Prepare a common strategic management concept for tourists and include in state programs.

At the Regional Level Design cluster strategies in each province (cluster of culture, ecotourism, pilgrimage and sports).

Innovation and Digitalisation: Strengthen digital services in tourism by adopting the ‘smart destination’.

Sustainable Development: Create “ecotourism plans” for national parks, natural attractions and cultural heritage properties.

1.2 International cooperation: To develop transnational tourism product lines (e.g., the ‘‘Silk Road’’ tourism line), cooperation schemes and joint action based on foreign experiences.

Funding: Raise the volume of projects PPP for building tourism infrastructure.

Policy HRD: Develop standardised programmes for the training of professionals and technicians in tourism and harmonise tourism education with international norms.

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