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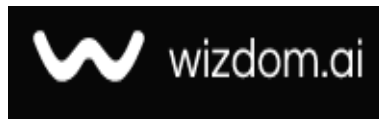
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Strategic Development of Tourism Taking into Account Regional Features of the Republic of Uzbekistan

Pengembangan Strategis Pariwisata Memperhatikan Fitur-Fitur Regional Republik Uzbekistan

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Abstract

In this article, the authors examined the features of the strategic analysis of the tourism industry, assessed the new challenges facing the development of the national tourism economy. Using SWOT strategic analysis tools, weaknesses and threats are critically evaluated, and the strengths and opportunities for the development of the tourism industry in a particular region are identified. Long-term strategic management as a management science is reflected in all sectors of the economy. However, the study of strategic planning in the tourism industry in countries that are beginning to move into the post-industrial community has not been fully investigated and determined the course of research. Modern tourism industry is seen as one of the rapidly developing camping industry in international trade in services. Over the past 20 years, the average annual growth rate of the number of arriving foreign tourists in the world amounted to 5.0 %, foreign exchange earnings - 14%, the number of arriving tourists in the world is about 1.4 billion. Today, it is possible to satisfy the rapidly changing needs of tourists by strengthening integration processes both within the tourism system and with the external environment. However, along with the development of tourism, problems of sustainable tourism development arise, develop and become urgent, the solution of which by the methods established in the past becomes inexpedient, which leads to a decrease in the competitiveness of this highly profitable industry, and the lack of tools that make it possible to more fully satisfy the growing demand for high quality travel services. These arguments suggest the need for a systematic approach in the strategic management of tourism and the development of an appropriate strategy for the development of the tourism industry.

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Introduction

The current stage of development of society is characterized by a dominant position in the service sector. In modern economic literature, this stage of development is called the "Post-Industrial society" [1]. An integral part of the concept of post-industrial society is the strengthening of the value and role of human capital. In the world economy, the content of labor potential is changing: the share of physical and manual labor is decreasing, and the share of creative mental labor is increasing. Under these conditions, the task is to develop an effective strategy for the modern development of the country's economy, taking into account the further focus on the service sector. As a result, the unemployment rate will decrease, the state of the population will improve, and the quality of life will increase. The purpose of this study is predetermined by the development of a methodology of strategic management in the service sector.

Long-term strategic management as a management science is reflected in all sectors of the economy. However, the study of strategic management in the field of tourism in developing countries, taking into account the transition to a post-industrial society, has not been fully investigated and is considered an urgent task.

Over the past period, the tourism industry has become one of the fastest growing areas in international trade in services. In particular, in 2018, the growth rate of the number of foreign tourists in the world averaged 5.1%, foreign exchange earnings exceeded 14 %, the number of tourists in the world is about 1.4 billion. And the total export of international tourism services exceeded \$ 1.7 trillion [8]. Today, it is possible to satisfy the rapidly changing needs of tourists by strengthening integration processes both within the tourism system and with the external environment.

However, along with the development of tourism arise, develop and update problems we have sustainable development of tourism, the solution of which the methods laid down in the past, is almost impossible, which leads to a decrease in the competitiveness of the lucrative industry, and inability to fully meet the growing demand for high quality tourism services. All this indicates the need to use a systems approach in the strategic planning of tourism.

The purpose of the study is to solve the following problems:

□□to study the features of strategic management of tourism development and its place in the regional management system;

□characterize the problems of developing the infrastructure of tourist destinations from a strategic point of view;

□identify effective tools of strategic management in tourism;

□characterize modern technologies and procedures for strategic planning of tourism development in the region;

□develop a long-term comprehensive tourism development program at the territorial level.

This study examined the methodology of strategic analysis of the external environment using tourism as an example. H as the basis of a literature review revealed features of strategic management in individual DEV tourism and given the methodology to develop a strategy. The ways of tourism development in certain regions of the Republic of Uzbekistan are analyzed on the example of the city of Samarkand.

Literature review

Post-industrial countries are called, as a rule, those in which the service sector accounts for significantly more than half of GDP [2]. The term "post-industrialism" was used in the scientific community, A. Kumarasawa. In modern interpretation, this phrase was applied in the 1950s, and the concept of post-industrial society was recognized as a result of the work of Harvard University professor Daniel Bell, in particular, after the publication of his book "The Coming Post-Industrial Society".

The famous management guru Peter F. Drucker also offers further development of the service sector [3]. In the first decades of the XXI century, two phenomena will be observed: a change in the distribution of disposable income and changes in this trend.

Strategic management as a new management philosophy has received wide attention in the economic literature, especially since the 1970s.

The founder of strategic planning in the business world G. Steiner [4] defines the strategy as:

1. The strategy answers the question: what goals do we strive for and how to achieve them?
2. The strategy refers to the main directional decisions that are consistent with the goals and objectives.

3. Strategy is what top management does, which is very important for the organization.

4. The NEC strategy consists of important events - it is necessary to implement these areas.

5. The strategy answers the question: what should the organization do?

Consider the two most commonly used typologies. According to Porter, organizations can choose a cost leadership strategy or a differentiation strategy; Either you can use the approach for the entire market, or it can be integrated with emphasis on a particular segment (that is, focusing) [5]. A study of Turkish hotels [6], which applied strategies in accordance with the Miles & Snow methodology, which allowed to improve the financial performance of a number of hotels.

The above definitions imply a competitive positioning strategy and do not take into account cooperation and interaction within the industry. According to these methods, it is difficult to analyze the general situation in the industry.

Originally conceived in the 1960-1970s. a group of researchers from the Stanford Research Institute (NII), the founders of the method, which will later be called SWOT analysis [7], this type of analysis is usually considered as a method of marketing research of enterprise activity in the market. In the modern SWOT analysis, 3 main stages can be distinguished:

1) identifying a group of factors characterizing the environment of the object;

2) selection and grouping of identified factors;

3) development and implementation of an object management strategy based on the degree of influence of factors.

As noted earlier, the strategies of enterprises, industries, individual regions and states are different. In Inside the organization, there are also corporate and business strategy, functional and operational strategies. Taking into account these differences, this study sets the task of studying the tourism industry on the basis of a cluster approach.

According to international experience, it is the clusters that most adequately meet the modern criteria for the development of tourism in the regions due to the effective realization of their potential. At the same time, the formation of the cluster based on at times of personal enterprises of sphere of services, this feature allows you to react flexibly to changes in tourist demand through changes in the structure and proportions of the range of services provided by the cluster. Thus, the tourist-recreational specialization will become a determining factor, and the composition of other components can be changed during operation.

In addition, based on the features of the strategic development of the tourism cluster of the city of Samarkand and the existing recommendations for further growth in the share of tourism in the region, the authors put forward the following prerequisites:

H1: There is a correlation in the study of tourism in accordance with Porter's typology and based on a cluster approach in relation to macro and micro levels. The work involves the separation of members of the cluster at a few groups.

H2: In the strategic analysis of the tourism cluster, this method of analysis is the most effective. At the same time, in the analysis process, it is supposed to use other methods of strategic analysis, such as PEST analysis and the Strategic Maps method, as well as the Delphi method.

H3: The need to consider complementary strategy the at country, scope, territory and corporations. These strategies are interrelated, since the strategy of the tourism cluster in the region directly affects the strategy of enterprises included in the tourism cluster.

H 4: The strategic management of the cluster also implies positive social consequences for their consumers and society as a whole.

H 5: The implementation of the overall strategy of the tourism cluster will have a direct impact on the strategy of the participants in the tourism cluster.

H 6: adopted general strategy of tourism cluster and, improve the quality and reduce the time of realization of innovative developments in the tourism industry a particular region.

Methods

Stage 1. Development of strategic goals and strategic analysis of tourism development in the city of

Samarkand. Determination of strategic goals of tourism development in the city of Samarkand. System analysis of the current state and development trends of tourism; identification, structuring and determination of directions for solving problems to achieve goals.

Stage 2. Development of a consolidated strategic action program for the implementation of strategic objectives for tourism development in the region. Development of the sequence of implementation of strategy and tourism.

Stage 3. Continuous monitoring of the progress of the strategy. Monitoring and evaluation of the implementation of tourism development strategies. Summarizing the intermediate and final results of the strategy, evaluating their effectiveness.

During the period of studying the possibilities of improving the processes of strategic planning by the tourist complex, it is advisable to use the experience of developing recommendations for the construction of cluster organizational structures. The cluster, being the most effective form of achieving a high level of competitiveness of the territory, is an organizational form of interaction between various entities - research and innovation centers, manufacturing firms, government, public organizations. All cluster stakeholders gain an additional competitive advantage under the influence of the combined economies of scale, synergy and coverage. Thus, the optimal structure for the construction of tourism clusters can be determined, which corresponds to the current level of development of cooperative relations between tourism enterprises and includes the following structural elements:

- the cluster on the basis of generation forms an integrated tourism product, determines the marketing strategy for its promotion on the market and is generally responsible for the development strategy of the entire cluster structure;
- structural departments participating in the creation of the main tourist product (accommodation facilities, transport carriers, restaurants, spa organizations, excursion bureaus, etc.);
- structural departments participating in the promotion, responsible for research and marketing of a tourism product (marketing and advertising agencies, travel agencies that sell a product formed by a tour operator, and information and analytical services, etc.);
- structural departments participating in support, performing the functions of supporting the necessary additional services for tourists (sports and fitness centers, cinemas, shopping and entertainment centers, clubs, medical centers, etc.);
- structural departments participating in the infrastructure, ensuring the dynamic development and integration of the tourism cluster in the economy of the territory (specialized higher educational institutions, specialized personnel agencies, insurance companies, financial institutions, energy, housing and communal services, etc.).

In this study, it seems possible to consider only a large institutional structure, comparable to the scale of the entire regional tourism complex, as a strategic generator of a cluster, i.e., state or municipal authorities in both the tourism sector and municipalities as a whole or the combined structures of business entities both in the municipal environment and among enterprises of the tourism industry (unions, associations, etc.).

The country has the potential for further improvement: according to the World Tourism Organization, Uzbekistan can annually receive at least 10 million domestic and foreign tourists. Tourism is one of the priority and promising areas of socio-economic development of Uzbekistan. The tourism potential of the Samarkand region, its rich historical and cultural heritage, its favorable natural and geographical location and such a unique resource as folk art crafts rightly make it one of the most promising regions for the development of tourism.

The development of the tourism cluster presupposes the comprehensive development of the tourism industry in a separate territory, the formation of existing enterprises, the construction of new tourism infrastructure facilities, the introduction of innovative developments in tourism products, the development of a new tourism route, and much more.

At the same time, we consider working with educational institutions of the region and, accordingly, training personnel for the tourism industry as one of the most important areas for the development of the cluster, since even the richest tourist resource in itself is not able to create comfortable conditions for receiving tourists, and ensuring comfort is This is, above all, a matter of training.

The classification of regulatory tools by the cluster approach generator by volume should include:

1. In the legal sphere: improving the regulatory framework; development of a methodology for licensing, standardization, certification in the field of tourism; customs regulation; establishing rules for entry, exit and stay on the territory of Uzbekistan taking into account the interests of tourism development; the fight against crime and corruption.

2. In the economic sphere: stimulating the development of the material and technical base of tourism by attracting extrabudgetary sources, including foreign investment for the reconstruction and new construction of tourist facilities; tax regulation; targeted budget financing of tourism development programs; creation of favorable conditions for investment in tourism.

3. In the social sphere: ensuring the development of social tourism; streamlining property relations in the tourism sector, taking into account the nature of tourism activities.

4. In the scientific and educational sphere: the development of the tourism industry, science, the introduction of fundamental research in the field of tourism, the creation of an information and analytical base; the provision of professional personnel for tourism activities.

5. In the field of tourism organization: the formation of the image of Uzbekistan in the global tourism market; assistance in the promotion of national tourism products in the domestic and world markets; facilitating participation in international tourism programs; creation of conditions for multi-purpose use of tourism infrastructure; coordination of activities and investments of public and private sectors in the field of tourism development.

6. In the field of information and communication technologies: the creation of a single information and communication space; advertising and informational support.

For the comprehensive development of the tourism industry, targeted measures are needed to plan and stimulate the development of tourism, including: strategic planning for the development of the tourism industry, staffing, conducting research in the field of tourism, supporting and stimulating tourism enterprises, protecting the environment, creating a favorable image of the country and the region, control and supervision of tourism activities, the creation of a single information space and a network of interacting tourism their information centers on the basis of the generator of the cluster approach.

Results and discussion

Currently, tourism and cultural resources of the Samarkand region are characterized by indicators that significantly exceed the national average, including: 1088 historical and cultural monuments, 1501 archaeological sites, 7 museums, 1 gallery, 1 craft center (1 source of mineral water healing mud), 4 theaters, 10 places of rest and entertainments. Existing tourism activities and tourism products in the region. To date, the greatest development in the region has acquired:

- historical, educational and cultural types of tourism both from the side of visitors to the republic (mainly in the format of educational tourism) and from foreign visitors of the region (in the format of sightseeing);

- event tourism;

- recreational tourism in sanatoriums and recreation organizations on the part of republican visitors for medical and preventive purposes;

- ecotourism;

- Pilgrimage landings.

In most cases, historical, educational and cultural tourism develops in the form of an independent tour and sightseeing of the city of Samarkand, where about 2/3 of the region's historical and cultural monuments and an integral part of tourist routes are located. The most famous monuments built during the time of the Timurids. From Samarkand in the 14-16 centuries it was the capital of the Timurid dynasty.

Event tourism is developing in the form of cultural festival "Sharq taronalari" (Melody of the East) and other events, such as the "Great Silk Road".

Holidays in sanatoria and health organizations associated with regional and republican demand are not specializations in the tourism industry of the region, but serve as an important additional factor in the competitiveness of this industry.

The unique potential of eco- logical tourism is not implemented in full and in the form of unorganized departure of the nature. In addition, in order to avoid damage to natural sites, environmental authorities have banned visiting these places.

Although the region has many holy places of world religion - Islam, Christianity (the mausoleum of Imam al- Bukhari, the tomb of the Archangel Dani, etc.), their potential is still underutilized; The reason for this situation is the low level of dissemination of information among foreign tourists, as well as domestic citizens.

Expenses of regional travel agencies for acquiring rights to third-party services used in the manufacture of a tourism product amounted to "Accommodation" (53.6%), "Food" (16.0%), "Excursion service" (10.8%) and "Transport services" (6.9%). The length of stay of the bulk of foreign tourists (98%) in hotels and similar accommodation facilities does not exceed 1-3 nights.

Based on the assessment of the state of the tourism industry, the opportunities and limitations, advantages and disadvantages of the industry were determined (table 1).

Strength	Weakness
- political stability and stability of the country; - stability of the national currency of the country; - the presence of rich cultural o-historical and natural resources; - has a high yield;- the growth of per capita income of citizens; - provides a constant demand for travel services; - stimulates the development of information technologies in the field of tourism; - stimulates the training of qualified specialists.	- the high cost of tourism services (hotel accommodation, food, transportation, etc.); - high cost and undeveloped network of air and rail transportation within the country; - insufficiently developed tourist infrastructure, a small number of tourist class hotels; - the presence of administrative barriers and unfavorable land lease conditions to attract investment in the regional tourism infrastructure; - imperfect visa policy in relation to states that do not pose a threat to migration; - inflated tariffs for foreign tourists for the services of state museums; - poor quality of service in all sectors of the tourism industry due to a lack of qualified personnel.
Opportun ity	Threats
- the availability of a new tourism product that satisfies the need for trips to more distant, less well-known and inaccessible places; - improving the legislative framework of tourism; - introduction of new services; - conquest of markets. - The presence of a large tourist resource in the form of historical and cultural S with monuments, recreational natural resources	- Preservation of negative stereotypes of perception of the image of Uzbekistan, supported by individual foreign media;- insufficient state non-commercial advertising of tourism opportunities of the country in foreign directions and in domestic markets;- insufficiently high level of personal safety of tourists;- poor quality roads for the development of tourism using vehicles.- The quality of public transport services does not match

Table 1. SWOT- analysis of the state of tourism development in the Samarkand region

The analysis of the main trends in the development of the main types of tourism, the identified strengths and opportunities for the development of tourism made it possible to determine the main directions for the growth of the tourism industry with the type of tourism services in the region,

a) the number of foreign tourists (one-day visitors without an overnight stay);

b) information on tourist expenses (expenses incurred by tourists for tourist services).

1. stimulation of a number of new areas of historical and cultural tourism (rural tourism based on the local community to get acquainted with the warm hospitality and ancient traditions of the local population; tourist yurts (accommodation in the traditional housing of nomads in the desert and the steppe);
2. event tourism (historical, cultural and ethnographic events, such as the Navruz holiday) with the aim of increasing entertainment after a traditional visit to cultural sites;
3. development of pilgrimage and eco-tourism;
4. implementation of tourism projects (construction of sports and entertainment facilities (bowling club, swimming pool, etc.) and nightly entertainment facilities;
5. development of recreational tourism (2 sanatoriums for adults, 1 children's sanatorium and 7 recreational organizations).
6. Implementation in practice of the new visa policies for older tourists (the bulk of the foreign guests) from countries which mainly are the providers of tourist visa procedures should be simplified filing deadlines on it should be reduced, the cost is reduced;
7. Legalization of activities of organizations serving foreign visitors (accommodation, meals, transportation services, leisure and bathroom tertainment industries, etc.) ways to simplify licensing and certification procedures;
8. improvement of tourism statistics reflecting the number of tourists from other regions of the Republic;
9. conducting a large-scale advertising campaign in the international media in order to increase the tourist image of the city, disseminating wider information about the unique nature, national traditions, crafts and souvenirs, events and tourist services.

The basis of the choice of travel services is motivation, which is one of the most important factors when choosing a trip. Within each country, domestic tourism contributes to a more balanced position of the national economy through the redistribution of national income, a deeper understanding of common interests and the development of activities favorable to the country's economy as a whole.

Tools for implementing state tourism management policy include:

- development of strategies, concepts for the development of tourism, regulation of the location of tourist facilities, infrastructure development planning;
- creating programs for a lifelong learning system;
- marketing research of tourism, the creation of regional centers for the study of tourism, information support of travel agencies;
- development of conditions for economic incentives for the protection and restoration of natural resources, restoration of historical monuments, distribution of tourist rents, financing of cultural institutions;
- providing complete tourist information for guests and residents of the city;
- development of new routes, organization of excursions around the city and the region, coordination and systematic analysis of proposals of travel agencies;
- creating the image of the city as a center of tourism.

Conclusion

1. In order to clarify the essence and prospects of the strategic development of tourism, it is necessary to formulate a specific legislative conceptual toolkit in this area.
2. In order to implement the revealed patterns of dependence of the tourism industry enterprises (hotels, travel agencies, vehicles, museums, etc.), the Conceptual provisions of the regional cluster policy aimed at developing tourism in the city of Samarkand have been formulated.
3. A methodological approach will be developed to formulate a tourism strategy in Samarkand, based on the active role of regional authorities, supporting cluster initiatives, stimulating their development and monitoring their effectiveness.
4. In this case, the hypothesis of creating an extensive network of information support in the form of a single information service will be substantiated. Based on the analysis of data from a single information service, regional authorities should develop a set of programs for formulating a tourism development strategy for monitoring its implementation.
5. A methodological toolkit will be developed for the strategic analysis of tourism and the development and implementation of a regional strategy and an instrument of state socio-economic policy, taking into account the innovative and infrastructural tourism potential of the city of Samarkand, which will expand the competitiveness of the core of the potential cluster. A system of criteria and indicators will be developed to assess the effectiveness of the tourism development strategy in the city of Samarkand.

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