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Strategic Management of Tourism and Hospitality Sector in Uzbekistan to Raise GDP: From Modern Perspective

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Abstract: Tourism is an important industry for any country in the 21st century. Tourism sector provide a chance to return the value of their currency and tourism industry also contribute in creating job for people. It has a positive effect on the GDP growth of Uzbekistan. Uzbekistan expands tourism due to right-of-rules and policy The Purpose of this data collection is to conduct a study about strategic management on tourism sector and economic condition of Uzbekistan and the secondary data was collected from different sources. Conclusion: This paper concludes that Uzbekistan can drive local and foreign tourist by serving them with better services of tourism sector locally. That is how it contributes to the good GDP of Uzbekistan and you would see the economic condition as well. Such kind of documents mentioned that these (i) arrangements in a form strategic planning for public and private sections would positively influence to implementation functional affairs from Uzbekistan Government.

Keywords: Tourism, Strategic Management, GDP, Sector of Economy, Uzbekistan.

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1. Introduction

In recent times the tourism segment of Uzbekistan is wholesomely playing in the global market. There is no other sector of the economy that, quite like tourism industry facilitates job creation and business growth amongst micro businesses – at the same time providing both the needed human convenance as well as distribution for manufacturing – allowing companies, wholesale distributors to link closely with global markets. International trade e.g., export and import play much part in transportation (Mohammad Shahparan I. V., 2024). Due to the usage of Public Transport and its impact it makes the area more healthy, generates revenue orientated financial benefits fuel efficiency decreases air pollution reduces traffic congestion improves mobility and productivity also helps in enhancing Inbound Tourism Industry (Mohammad Shahparan A. K., 2023). Promoting tourism in Uzbekistan including working with both domestic and international tourists to highlight the significant history, culture, and breathtaking scenes of nature this country has to offer is crucial in improving various sectors such as communications, services, trade, construction industry or consumer goods production etc.

Uzbekistan missed its target of 7 million tourists in 2023 with a total of 6.6 million visiting the country that year. That meant it was the second best year on record for

Uzbekistan, 100,000 down on its all-time high of 6.7 million in 2019. The tourists, even if the three of their 6.6 million visits were in Uzbekistan, have different goals.

- Visit relatives / 5.6 million people
- Recreation – 773.2K people
- On business – 143,500 people
- Commercial – 70.4 thousand people
- Treatment (61.3 thousand people)
- 16.8 thousand people – studies

Years	2017	2018	2019	2020	2021	2022	2023
Number of tourists (million)	2.7	5.3	6.7	1.5	1.9	5.2	6.6

Source: Uzbekistan Tourism Industry Statistics 2024

Tourism sector of Uzbekistan needs to be boosted up through strategic management. As such linkage among vision, mission, goal and result are required. This will enhance tourism opportunity of the country. There will have positive impact on raising (GDP) gross domestic product.

Improve Tourism Sector of Uzbekistan Thanks to Strategy Execution! In order to achieve that a link between vision, mission goal and outcome are needed. That will increase country tourism opportunity. It will have the positive effect of increasing gross domestic product.

The most recent research in tourism transport, which works with the relationship between transportation and tourism and how the tourism industry impacts on the transportation system. It serves in GDP development of any nation since the sector of employment is produced by transportation (Mohammad Shahparan, 2024). M. Shahparan said the involvement of both vendors and industrialists was part of quality tourism services, there must be roadways, highway safety and use of optimal routes road closures is necessary for sure regarding updating maps conflicting with increased motor school trips available to multilingual signs be written in (infrastructure). Together with hotel infrastructure, entertainment amenities, and recreational facilities these elements represent the backbone of hospitality industry development (Shahparan, 2025). To continue the reforms in the field of tourism, and the government issued the following legislation:

Law “On Tourism” was passed, defining legal relations in tourism industry;

Approval of the concept of development of the tourism sector in the Republic of Uzbekistan for 2019 – 2025 and determination herein (main directions) on development, with definition of an action plan for these years by the Decree of the President. In order to create favorable conditions for the development and realization of the tourism potential of the Republic of Uzbekistan, a "Road Map" is approved by the Presidential Decree "On measures implementation to further develop" comfort touristic sphere in the Republic of Uzbekistan. Green supply chain management is a strategies of tourism sector to contribute GDP for any country. Outlined were the identified improving GSCM practices in Uzbekistan – stakeholder engagement, training and education and government support. Ref: Mohammad Shahparan A. K. 2024

1. Visa not required for citizens of Uzbekistan.

Turkey makes it 20; Uzbekistan to open its doors for easier trips In 2024, the citizens of Uzbekistan can enter 29 countries visa-free. Additionally, visa procedures have been eased for 33 countries. Uzbekistan nationals can access these countries without process their visa.

2. Tourists started to spend more money in Uzbekistan.

According to the results of the Central Bank's calculations, their actual number will reach 6.6 million people in no less than in 2023. Per tourist, an increase of 5%, the expense has reached \$323. Tourism services accounted for 41% of the overall volume of export of services, a total of 2.1 billion USD. According to the Central Bank, this will be able to reduce inflationary pressure that can arise in prices in the future due to an increase in supply of consumer goods, particularly food and transport services.

2. Materials and Methods

Given this context the research methodology applied in this thesis draws upon, systematically and constructively, both theoretical and methodological foundations which originate out of publications from reputable journals and governmental publications bundle in area of tourism & hospitality industry that grows the GDP for Uzbekistan. The data set used in this study is related to the strategic components of government policy development within tourism and hospitality, including industry and scholarly insights as well as academics' recommendations.

Current State of the Tourism Industry in Uzbekistan :

As it is available in the table, the flow of tourists to Uzbekistan nosedived between 2019 and 2022 with the advent of a global pandemic that stopped international tourism. If you look at Uzbekistan, the country welcomed 6,748,500 international tourists in 2019; this figure plummeted to just 1,504,100 in 2020.

As of 1 January 2023, there were 1,088 hotels in operation in Uzbekistan. If we divide these hotels into levels, we can see the following data. You are not going to be reading those because they are top 5 reviews (1 star — 231, 2 star- 36, 3 star—120, 4 star —24, & 5 Star - 5star)

Rest of the star category- 672 The following provisions are derived in the case of hotel numbers in Uzbekistan over the last two years (2021-2022). Officially, the figures showed a 7% reduction in hotel numbers countrywide from 1,167 to 1,085 between 2021 and 2022.

Region	Number of hotels 2021	Number of hotels 2022	Change from 2021
Tashkent city	273	307	12%
Khorezm	79	75	-5%
Ferghana	49	49	0%
Tashkent region	76	97	28%
Syrdarya	20	14	-30%
Surkhandarya	64	50	-22%
Samarkand	186	116	-38%
Namangan	26	29	12%
Navoi	44	37	-16
Kashkadarya	43	46	7%
Jizzakh	33	33	0%
Bukhara	204	180	-12%
Andijan	26	22	-15%
Rep. Karakalpakstan	44	30	-32%

Source: Uzbekistan Tourism Industry Statistics 2024

Types of hotels in Uzbekistan.

In Uzbekistan, you will find hotels of almost all types but few are the most common. Some common hotels include the following:-

Luxury Hotels: Luxury hotels offer high-end amenities, luxurious lodging options, 5 star dining experiences, spa provisions and a top-notch customer service. They are typically located in major cities of the country such as Tashkent, Samarkand and Bukhara, targeting foreign and local travelers and business people.

Boutique Hotels: These smaller, more intimate hotels in Uzbekistan often feature distinctive decoration and a personalized touch. Such hotels usually reflect local rhythm and characteristic, which can give guests a more authentic and in-depth feeling.

Guesthouses : in the rural and smaller towns, guesthouses offer a cheaper alternative for camping. Many are a bit more homey, with basic rooms and share bathrooms.

Business Hotels: Business hotels in Uzbekistan for corporate travelers offer services like conference rooms, meeting rooms, business centers and high-speed internet access. You will find them in the inner cities and business districts typically.

Resort Hotels: Found at posh locales like hill stations, these hotel types offer several amenities to provide a pleasing experience on a chill-and-relax type of holiday destination.

The number of travel agencies and organizations in Uzbekistan.

Travel agencies and organizations are the main organizations that develop tourism in a country. That is why Uzbekistan attaches great importance to increasing the number of travel agencies. If we take the number of travel agencies and organizations by region, we can get the following information.

Region	Number of travel agencies 2021	Number of travel agencies 2022
Tashkent city	178	181
Khorezm	8	14
Ferghana	8	9
Tashkent region	3	5
Syrdarya	1	2
Surkhandarya	2	4
Samarkand	41	57
Namangan	1	3
Navoi	10	13
Kashkadarya	3	7
Jizzakh	3	5
Bukhara	16	31
Andijan	3	4
Rep. Karakalpakstan	11	13

Source: Uzbekistan Tourism Industry Statistics 2024

Problems of Tourism Sector

Pilgrimage is a key part of the economy of Uzbekistan. The establishment of the tourism industry has indeed been one of the main priorities in this recent politics which have convened up in a short period, time only. In this regard, targets were identified for the development of this field, including one to increase GDP from tourism and travel within the country to 5% by 2025. So that the government still continues to escalate other sectors for provided, so later lured new tourists from all over the world.

Nevertheless, despite the adoption of many documents on this issue, the country's tourism image is not very high and Uzbekistan for now still does not belong to world-famous tourist destinations. The State Committee of Uzbekistan for Tourism Development found out that the country has devastating problems which affect tourism.

Especially this means:

- expensive airfare, low penetration of markets (internal + foreign airlines)
- The visa policy and registration of foreign citizens in the Republic of Uzbekistan are one of the main limiting factors contributing to the increase in tourist flow;

simply lack of transport, etc. Engineering and social infrastructure for the tourism: remote areas which are not maintained on the territory; low level service (poorly-maintained resting areas); undeveloped roadside infrastructure;

- Insufficiently qualified personnel in the tourism industry as well as a geographical distance of educational programs from the needs of the labor market, production, employers;
- Low level of government regulation in the field of tourism and hotel business (segmentation by some types of accommodation is not obligatory, social tourism to employees and employers are not regulated, tax benefits for the industry).

In addition, at the moment, Uzbekistan is unknown as a tourist destination for most tourists due to the lack of an aggressive multi-purpose PR strategy for the country.

Despite the fact that such analysis of the main economic indicators said that a competitive and attractive type of tourism on direct plans (recognizing that some countries established their economic ability to go for mass abroad, or domestic tourism) is far from fulfillment. so to speak Uzbekistan potential in this direction due to its tourist infrastructure formation activities. But, unfortunately (and rightfully so), we cannot overlook the difficult work of becoming familiar to tourists. The thing is the country started, only in recent years, to receive more and more revenue from tourism. The ministry said the figure was up sharply from 2022. In reality, 5,232,780 tourists came to the country from January to December 2022—that is three times higher than over the same period a year ago when 1,881,334 people arrived. However, in a list of development tourism sphere problems this country keeps the place, that hardly hinted on its right to take a start among worlds fastest growing countries. Uzbekistan is already being recognised as one of the top 20 fastest-growing tourist destinations in the world, according to figures from the World Tourism Organisation (UNWTO). At least, Uzbekistan was shown in the fourth row of this list –the UK The Independent Edition reports in its publication.

Service development of tourism and employment in the sector, Samarkand

In 2023, foreign tourists will reach 2,150,000 people, an increase of 1.7 times compared to last

year. Also, 4,500,000 local tourists visited. Export of tourism services is 405.9 mln. dollars, the average stay of tourists increased by 2.7 days. (increased by 1.8 times compared to the corresponding period last year (1.5 days), 118 accommodation facilities with 2,947 beds, including 25 hotels (1,396 beds), 39 hostels (1,054 beds), 54 family guest houses (497 places) have been launched. For information: 607 accommodation facilities with 16,529 beds are operating in the region, including 164 hotels (10,799 beds), 352 family guest houses (3,317 beds), 91 hostels (2,413 beds).

100 tour companies have been established, and their number Delivered to 304. 450 guide-interpreters, 115 tourist-class buses and 110 minibuses serve tourists in the region. There are also 16 tourism information centers for tourists. 63 guide signs leading to tourist facilities were installed and Wi-Fi zones were established in 24 tourist facilities. Hotel brands that are among the TOP-50 in the world in the hotel sector were attracted by entrepreneurs. For example, "HILTON" (USA), "MOVENPICK" (France), "WELNESS HOTEL" (Austria), "MINYOUN" (China) international hotel brands of "ACCOR" company were involved. 67 projects worth 1.5 trillion soums (720 rooms, 1,476 places) were implemented and 1,026 new jobs were created. Also in tourism-related service facilities. More than 5,800 new jobs were created.(stat.uz, 2023)

Promotion Promotional tools for Promotion in the Tourism Sector

Uzbekistan has been in news of late as one of the world's most happening tourist destinations. One striking affair in view had BBC World News regarding of an advertising major that was pushed into movement. The campaign was designed to promote awareness of the 25th session of the General Assembly of the United Nations World Tourism Organization (UNWTO) which will be held in Samarkand from October, 2023.

The advertisement aired on the international TV channel featured the amazing cultural and historical heritage of Samarkand. A major theme of the campaign was that we

had an incredible cultural inheritance in the city. Widening the audience for Samarkand and Uzbekistan as a whole through the international television channel BBC World News was seen as an important way of promoting both to an influential group. As such, more foreign tourists were expected to enter Uzbekistan in the new few years (Uzbekistan, 2023).

The 25th session of the UNWTO General Assembly organized the first global educational forum also. Uzbekistan has seen a substantial increase over the last three years in the number of its higher vocational colleges, from 16 to 30 as well as an increase in student enrolments – up from 4,100 students to current numbers recorded at around 11,500. One of unusual events in the framework of this year General Assembly was the first International Tourism Academy opened and operating under the aegis or support of the World Tourism Organization in Samarkand, which became a real continuation of building education based on sustainable development travel industry initiatives. The institute has been established for imparting training and skill development activities in the sector of tourism. In turn, not only investors from Uzbekistan show an interest in the creation of the Zaamin touristic complex, but also entrepreneurs from China, Russia and Germany. Investment forum tells The tourist zone will be implemented in three stages, investments of more than \$1 billion expected for Phase 1 by these year 2030. At the end of the two-day Trade and Investment Forum, 158 agreements worth more than 5 billion dollars were signed (Zhelikhovskaya, 2023).

This time the videos showing tourist potential of Uzbekistan are being broadcasted on LED media columns in Berlin Central Station (Berliner Hauptbahnhof). The screening of this video was organized by the Embassy of Uzbekistan in Germany jointly with the media service agency "DIEMEDIAFABRIK Agentur für Mediaberatung GmbH". It was cleverly placed in between the chattering advertising during Christmas and New Year.

Thomas Daily reports that the video, shown on 58 LED advertising columns at Berlin Central Station, guides viewers through all aspects of Uzbekistan tourism showing how they can discover a journey of cultural-historical and environmental tourism to educational, ethnographic, gastronomic, sports and extreme tourism. And it also shows the country's beautiful lands, tropical fruits and endless tourism offered all year long.

This kind of initiatives to promote the extensive tourism opportunities in Uzbekistan will continue taking a step closer towards positioning the country as one of the most preferred travel destinations for international tourists (Ziyodullayeva, 2024).

Joint initiative to build tourism sector of Uzbekistan:

The Republic of Uzbekistan: Strategy for Development of the Tourism Sector 2019–2025 pivots on building the competitiveness of current reforms to favor sector reform in an economy. Most focus on the goals of prioritizing and accelerating the development of industry, value it and contribute to increasing its economic importance. Moreover, it highlights diversification and upgrading of services as well as infrastructure development in tourism. Developing Capacity Building (DCB) for tourism industry is essential to add needed the capacity of community based tourism elements (Mohammad Shahparan A.O., 2024). Development Objectives of the tourism sector of the Republic of Uzbekistan 2019–2025 are aimed at increasing tourism to the rank of leading sectors of national economy. To achieve this goal, the province will need to diversify and improve tourism products; upgrade tourism infrastructure which includes attracting foreign investment, as well as advertise effectively in other markets.

The balance of years to come have been earmarked for proactive measures in the following key areas, consistent with the tourism sector objectives and immediate priorities;

- Improvement of legislation for the tourism sector, unification of rules in a single Act to support business entities in tourism

- Step-by-step introduction of measures aimed at additional liberalization of the visa regime for citizens of economically strong and safe countries, which are main suppliers of tourists in the republic.
- Targeted programs to encourage private sector participation and promote entrepreneurship, creating an enabling environment for the stability of the industry. Adoption and wide application of public-private partnership mechanisms.
- Implementation of these measures will align domestic regulations with international cooperation, and thereby create an enabling environment for tourism to grow. This will increase the efficiency of deploying economic resources, thus the contribution of the field to the economy in terms of foreign currency export from tourism increases from 951 million dollars in 2025 to around 2.2 billion dollars.

In addition, for the development of Tourism Infrastructure major part of work will concentrate on the strengthening of tourism and tourism-related infrastructure in respect to all regions of republic that are intended to accommodate the varied demands and preferences of tourists.

- Designing a policy roadmap with respect to development of tourism industry, including construction and reconstruction works in the field of hotels, as well as related infrastructure (catering establishments, transport facilities, recreation sites and cultural landmarks, tourist destination points), based on changes in consumer demand.
- Improving the procedures for implementing projects of creating hotel-Tourism infrastructure, including by introducing additional conditions aimed at improving the quality of services as well as attracting leading world brands of hotel business to invest in Uzbekistan;
- Incremental diversification of lodgings, support for all types of investments: big hotels, medium ones and small-sized; as well as higher importance attached to restoration and modernization of existing lodging facilities.
- Initiate street infrastructure with access roads, pedestrian ways, hygiene facilities and landscape in conformance to present-day global norms, especially at tourist nodes.
- Integration and improvement of the tourist navigation system in one compass tourism services, oriented to provide standardized signs on streets, areas, buildings, transports and transport hub for total free and unlimited movement of tourists;

Implementation of these new measures will allow the improvement of tourism infrastructure to internationally accepted standards, such as increasing the number of tour operators from 860 to 1,676 entities and other establishments linked to Tourism, in addition to expanding facilities for lodging from less than 850 units up to 3,000. Improving the quality and diversity of tourism services, increasing exports of these services due to attracting leading foreign market players (brands) and increasing inflow of foreign investments (uzbekistan., 2019).

3. Results

Strategy for raising Gross Domestic Product(Strategy formulation+Strategy implementation).

Strategy formulation	Strategy implementation
Tourism resources of Uzbekistan.	Uzbekistan has a great potential of tourism resources, there are more than 8000 historical-architectural monuments and beautiful natural-climatic resources in its territory. But today, only 3/1 of these tourist resources are active for tourism, and the rest require the formation of tourist infrastructure and preparation of new tourism products.

Distribution of tourist recreational facilities by regions where tourism is better developed.	In Tashkent 144, in Samarkand 118, in Bukhara 201, in Khiva 310.
Historical cities of Uzbekistan on the UNESCO list	Ichan-Qala in Khorezm region, Historical center of Bukhara city in Bukhara region, Historical center of Shahrissabz city in Kashkadarya region, Samarkand Crossroads of Cultures in Samarkand region.
(„O‘ZBEKISTON RESPUBLIKASI TABIAT RESURSLARI VAZIRLIGI“, 2023)The establishment, operation, maintenance and protection of nature reserves in Uzbekistan is regulated by the Law of the Republic of Uzbekistan dated December 3, 2004 "On Protected Natural Areas".	<ul style="list-style-type: none"> -state reserves; - complex (landscape) order reserves; - nature parks; - state nature monuments; - areas intended for preservation, reproduction and restoration of certain natural objects and complexes; - protected landscapes; - territories intended for the management of certain natural resources. - Legal documents may provide for the establishment of state biosphere reserves, national parks, interstate protected natural areas and other protected natural areas.
There are 8 state reserves in Uzbekistan.	Zomin mountain-forest state reserve, Badaytokai state reserve, Kyzylkum state reserve, Zarafshan state reserve, Surkhan state reserve, Hisar state reserve, Chatqal biosphere reserve, Kitab state geological reserve.
There is 1 complex (landscape) reserve in the Republic of Uzbekistan:	"Saigachiy" complex (landscape) order reserve (under the management of the State Ecological Committee of the Republic of Karakalpakstan).

There are 5 national nature parks in the Republic of Uzbekistan:	<ul style="list-style-type: none"> - Khorezm State National Nature Park (Khorazm region, under the authority of the State Ecology Committee); - Zomin State National Nature Park (under the jurisdiction of the State Forestry Committee of Jizzakh Region); - Zarafshan State National Nature Park (under the jurisdiction of the State Forestry Committee of Samarkand Region); - Ugom-Chotkal State National Nature Park (Tashkent Region, under the State Committee of Forestry); - Kitab Geological National Nature Park (Kashkadarya Region, Geological State Committee).
There are 11 state natural monuments in the Republic of Uzbekistan:	<ul style="list-style-type: none"> - Vardanzi state natural monument (Bukhara region); - Mingbulok State Natural Monument (Namangan Region); - Chust State Natural Monument (Namangan region); - Yozhiovon State Natural Monument (Fergana Region); - Yangibozor state natural monument (Khorazm region); - Varakhsha State Natural Monument (Bukhara region); - Paykent State Natural Monument (Bukhara Region); - Zilkha State Natural Monument (Fergana Region); - Akbarabad State Natural Monument (Fergana region); - Bostanbuva State Natural Monument (Bukhara Region); - Urungoch state natural monument (Tashket region).
There are 12 state order reserves in the Republic of Uzbekistan:	<ul style="list-style-type: none"> - Arnasoy state reservation reserve (Jizzakh region); - Dengizkol state reserve (Bukhara region); - Kara-Qir state reservation reserve (Bukhara region); - Sudoche State Reserve (Republic of Karakalpakstan); - Mubarak state reserve (Kashkadarya region); - Oktau state reservation reserve (Navoi region); - Karnabchol state reservation reserve (Navoi region); - Kumsultan state reserve (Bukhara region); - Khadicha state reservation reserve (Bukhara region);

	<ul style="list-style-type: none"> - Koshirabad state reserve (Samarkand region); - Nurabad state reservation reserve (Samarkand region); - Amonkoton state reserve (Samarkand region)
Areas designated for the management of certain natural resources.	There are 71 forestry farms and 5 hunting farms under the State Forestry Committee of the Republic of Uzbekistan.
There are 2 biosphere reserves in the Republic of Uzbekistan:	<ul style="list-style-type: none"> - Lower Amudarya State Biosphere Reserve (under the State Ecology of the Republic of Karakalpakstan); - Ugom-Chotkal state biosphere reserve (Tashkent region, under the management of JSC "Uzbekistan Railways").
Samarkand region	Today there are 1607 cultural and historical heritage sites in the region, including 483 in the city of Samarkand. Currently, more than 200 tour operators, 170 hotels, 220 guest houses are operating in Samarkand.
"Registon" Square	In 2022, 1 million 27 thousand 951 local and foreign tourists visited the "Registon" complex in Samarkand region.
"Siyob" market	<p>Siyob market consists of 7 large covered verandas as well as large stalls with several other shops. Local residents buy all kinds of essential products from the market, including Samarkand pastries and tandoori bread, vegetables and fruits, household goods and many other things.</p> <p>In addition, the market has craft rows, where specific products are made and sold by artisans. Among the products offered by the artisans, you can see wood carvings, copper and other types of metals, and carvings.</p>
Amir Temur mausoleum	People belonging to the Timurid dynasty (Amir Temur, his elder Mir Sayyid Baraka, sons Umarshaikh, Mironshah and Shahrukh, grandsons Muhammad Sultan, Ulugbek and others) are buried in the mausoleum.
Bukhara region	<p>In 2022, the number of domestic tourists in Bukhara region reached 2,400, and the number of foreign tourists reached 450,000.</p> <p>In 2022, the number of hotels in Bukhara region reached 178, the number of family guest houses reached 264, and the number of hostels reached 55.</p>
Bukhara Ark fortress	<p>The Ark fortress was the official residence of the rulers of Bukhara for hundreds of years. It is located on an artificial hill 16-20 meters high. The area of the castle is about 4 hectares.</p> <p>People often called it a "city within a city" because it had all the things of a normal city: streets, narrow streets, palaces, mosques, workshops.</p>

4. Conclusion

Tourism is much further behind the take-off stage in Uzbekistan. Step it up to this stage. Uzbekistan Tourism Sector can be the direction of its Economy through growth. Which means the strategic leadership, strategic formulation and Strategic implementation all these parts of the strategic management has to work together. It will great to do boosting of GDP through enhancing tourism sector. They should be generating leadership from the grass-roots to organisation levels so that anyone wishing to do something for society should get right direction. The image of Uzbekistan in the world should be different. This should be the work of Uzbekistan Embassies in abroad.

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