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O‘zbekiston Respublikasi Oliy ta’lim, fan va innovatsiyalar vazirligi huzuridagi Oliy attestatsiya komissiyasi Rayosatining 2024-yil 27-sentabrdagi 361/5-sonli qaroriga muvofiq dissertatsiyalarning asosiy ilmiy natijalarini chop etish tavsiya etilgan ilmiy nashrlar ro‘yxatiga kiritilgan.

Texnika, iqtisodiyot, yuridik (huquq) fanlari yo‘nalishlari bo‘yicha yozilgan ilmiy maqolalar nashr etiladi.

Mazkur maxsus sonda e’lon qilingan ilmiy maqolalar “Inklyuziv turizmni tashkil etishning metodik asoslarini ishlab chiqish (Navoiy viloyatining Xatirchi, Nurota va Qiziltepa tumanlari misolida)” mavzusidagi ilmiy loyiha doirasida olingan tadqiqot natijalariga ham asoslanadi. Loyiha O‘zbekiston Respublikasi Innovatsion rivojlanish sohasidagi davlat ilmiy-texnik dasturlari doirasida amalga oshirilgan bo‘lib, innovatsion grant raqami – IL-9124093892.

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KIRISH SO‘ZI

Turizm bugungi kunda nafaqat iqtisodiy o'sish manbai, balki ijtimoiy adolat va inklyuzivlik g'oyalarini amalga oshirishning muhim vositasi sifatida qaralmoqda. Shu bilan birga, amaliyotda hali ko'plab muammolar saqlanib qolmoqda: turizm obyektlari, transport vositalari, mehmonxona va restoranlarning katta qismi maxsus ehtiyojga ega shaxslar — nogironligi bor fuqarolar, keksalar, bolali oilalar va boshqa toifadagi sayohatchilar uchun mo'ljallanmagan. Natijada ushbu toifadagi fuqarolar turizm xizmatlaridan teng foydalanish huquqidan mahrum bo'lib qolmoqda, hududlar esa o'z turistik salohiyatini to'liq ishga solish imkoniyatini yo'qotmoqda.

Butunjahon turizm tashkiloti (UN Tourism) tomonidan ilgari surilgan "turizm hamma uchun" g'oyasi, shuningdek BMTning Barqaror rivojlanish maqsadlari ana shu muammoga javob sifatida shakllangan. Ularning mohiyati shundaki, jismoniy yoki boshqa har qanday ehtiyojlardan qat'i nazar, har bir inson turizm xizmatlaridan erkin va to'siqsiz foydalana olishi kerak. Bu o'z navbatida "to'siqsiz muhit" konsepsiyasini amaliyotga tatbiq etishni talab qiladi — aravachalar uchun qulay yo'lak va kirishlardan tortib, ko'rish yoki eshitish qobiliyati cheklangan shaxslar uchun maxsus qo'llanmalargacha, jamoat va xususiy transportni moslashtirishgacha bo'lgan keng qamrovli ishlarni o'z ichiga oladi. Muammoning yana bir jihati — ma'lumot yetishmovchiligi. Ko'pincha maxsus ehtiyojli shaxslar mavjud imkoniyatlar haqida oddiygina xabardor bo'lmagani sababli ulardan foydalana olmaydi, bu esa raqamli platformalar va mobil ilovalar orqali axborot tarqatish tizimini yaxshilash zaruratini keltirib chiqaradi.

Aynan shu muammolarni ilmiy jihatdan hal etish maqsadida Navoiy viloyatining Qiziltepa, Nurota va Xatirchi tumanlari misolida inklyuziv turizmni tashkil etishning metodik asoslarini ishlab chiqishga bag'ishlangan innovatsion loyiha ishga tushirildi. Loyiha O'zbekiston Respublikasi Innovatsion rivojlanish sohasidagi davlat ilmiy-texnik dasturlari doirasida amalga oshirilib, IL-9124093892 raqami bilan ro'yxatga olingan. Uning bosh maqsadi — jismoniy yoki maxsus ehtiyojidan qat'i nazar, har bir fuqaro uchun turizm xizmatlaridan teng foydalanish sharoitini yaratish, bu esa turistik infratuzilmani nogironligi bor shaxslar, keksalar, bolali oilalar va boshqa guruhlarning talablariga moslashtirish orqali amalga oshiriladi. Amaliy jihatdan loyiha doirasida "turizm hamma uchun" nomli elektron platforma va mobil ilova yaratilmoqda, "Gapiruvchi shahar" konsepsiyasi ishlab chiqilmoqda, turistik obyektlar ovozli yo'l ko'rsatuvchi belgilar va audio-vizual materiallar bilan jihozlanmoqda, transport xizmatlari inklyuziv talablarga moslashtirilmoqda, shuningdek soha xodimlari maxsus ehtiyojli mehmonlar bilan ishlash bo'yicha o'qitilmoqda.

Ushbu yo'nalishdagi tadqiqot natijalari mahalliy va xorijiy olimlar, ekspertlar ishtirokidagi "Inklyuziv turizmni rivojlantirishning metodologik asoslari va raqamli yechimlari: mintaqaviy tajriba hamda xalqaro yondashuvlar" xalqaro ilmiy-amaliy konferensiyasida keng muhokama qilindi. Konferensiya davomida inklyuziv turizmning nazariy-metodologik jihatlari, raqamli texnologiyalarni joriy etish yo'llari, xorijiy ilg'or tajribalar hamda xizmat sifatini oshirish masalalari bo'yicha fikr almashildi. "Management, Marketing and Finance" xalqaro ilmiy jurnalining ushbu maxsus sonida chop etilgan maqolalar aynan mana shu konferensiyada ilmiy muhokamadan o'tgan bo'lib, bildirilgan fikr-mulohazalar asosida yanada takomillashtirildi — bu esa nashr materiallarining ilmiy yangiligi va amaliy qimmatini oshirishga xizmat qildi.

Jurnalning mazkur sonida e'lon qilingan maqolalar aynan IL-9124093892-sonli loyiha doirasida to'plangan tadqiqot natijalariga tayanadi hamda Navoiy viloyati Qiziltepa, Nurota va Xatirchi tumanlarida inklyuziv turizmni rivojlantirishning ilmiy-metodik asoslarini shakllantirish, hududlarning turistik salohiyatini baholash va amaliy tavsiyalar ishlab chiqishga qaratilgan. Bu tadqiqotlar yana bir bor shuni ko'rsatadiki, inklyuziv turizm nafaqat ijtimoiy adolat masalasi, balki hududiy iqtisodiy rivojlanish, aholi bandligini oshirish va turizm sohasining raqobatbardoshligini mustahkamlashning ham muhim strategik omilidir.

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O‘ZBEKISTONDA INKLYUZIV AGROTURIZMNI RIVOJLANTIRISH IMKONIYATLARI VA ISTIQBOLLARI

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Annotatsiya. *Maqolada inklyuziv agroturizmni rivojlantirishning xalqaro tajribasi tahlil qilinib, uni O‘zbekiston sharoitida qo‘llash imkoniyatlari asoslanadi. Tadqiqotning maqsadi inklyuziv agroturizmning konseptual modelini va uni joriy etish mexanizmlarini ishlab chiqishdan iborat. Tadqiqot tizimli, qiyosiy, SWOT, PESTEL, kontent tahlil hamda ekspert baholash usullariga asoslanadi. Empirik baza sifatida 2010-2026-yillarda e’lon qilingan Scopus, Web of Science manbalari va xalqaro tashkilotlar hisobotlaridan foydalanildi. Natijalar asosida universal dizayn, davlat qo‘llab-quvvatlashi va moliyalashtirish mexanizmlarining muhimligini ko‘rsatadi. Taklif etilgan model va tavsiyalar O‘zbekistonda inklyuziv agroturizmni rivojlantirishga xizmat qiladi.*
Kalit so‘zlar: *inklyuziv agroturizm, qishloq turizmi, universal dizayn, nogironligi bo‘lgan turistlar, barqaror rivojlanish, turizm klasteri, tashkiliy-iqtisodiy mexanizm, ekspert baholash, gastronomik turizm.*
Abstract. *This article analyzes international experience in the development of inclusive agritourism and substantiates the possibilities for its application in the context of Uzbekistan. The aim of the study is to develop a conceptual model of inclusive agritourism and propose organizational and economic mechanisms for its implementation. The research is based on a combination of systematic analysis, comparative analysis, SWOT analysis, PESTEL analysis, content analysis, and expert evaluation methods. The empirical basis of the study includes scientific publications indexed in* ***Scopus*** *and* ***Web of Science*** *published between 2010 and 2026, as well as reports issued by international organizations. The research findings highlight the critical role of universal design, government support, and sustainable financing mechanisms in the successful development of inclusive agritourism. The proposed conceptual model and practical recommendations provide a scientific and methodological framework for promoting inclusive agritourism in Uzbekistan while improving the accessibility, sustainability, and competitiveness of rural tourism destinations.*
Keywords: *inclusive agritourism, rural tourism, universal design, tourists with disabilities, sustainable development, tourism cluster, organizational and economic mechanism, expert evaluation, gastronomic tourism.*

1. Kirish

So‘nggi o‘n yilliklarda jahon turizmi rivojlanishida ikki muhim tendensiya shakllandi. Birinchisi, turizm xizmatlaridan barcha insonlarning teng foydalanish imkoniyatini ta’minlashga qaratilgan inklyuziv (accessible) turizm konsepsiyasining keng joriy etilishidir. Jahon sog‘liqni saqlash tashkiloti ma’lumotlariga ko‘ra, dunyoda 1,3 milliardga yaqin kishi, ya’ni aholining qariyb 16 foizi nogironlikning turli shakllari bilan yashaydi [**Error! Reference source not found.**]. Aholining qarishi ushbu segment ulushining ortishiga olib kelayotganligi sababli inklyuziv turizm global turizm siyosatining ustuvor yo‘nalishlaridan biriga aylanmoqda [28]. Ikkinchi tendensiya esa

qishloq hududlarini iqtisodiy diversifikatsiya qilish, mahalliy bandlikni oshirish va madaniy-ekologik merosni saqlash vositasi sifatida agroturizmning jadal rivojlanishidir [13].

Agroturizm ishlayotgan fermer xo‘jaligi yoki qishloq xo‘jaligi muhitida tashkil etilib, tashrif buyuruvchilarga agrar faoliyat bilan tanishish, mahalliy turmush tarzi va madaniyatini bevosita his etish imkonini beradi [21, 25]. U fermer xo‘jaliklari daromadlarini diversifikatsiya qilish, yangi ish o‘rinlari yaratish va qishloq hududlarining barqaror rivojlanishini ta’minlashda muhim omil hisoblanadi [2]. Biroq mavjud amaliyot shuni ko‘rsatadiki, aksariyat agroturizm obyektlari nogironligi bo‘lgan shaxslar, keksalar va harakatlanishi cheklangan tashrif buyuruvchilar ehtiyojlariga to‘liq moslashtirilmagan [16].

Mazkur tadqiqot aynan inklyuziv turizm va agroturizmning kesishgan nuqtasida shakllanuvchi **inklyuziv agroturizm** konsepsiyasini asoslaydi. Muallif talqiniga ko‘ra, inklyuziv agroturizm - bu universal dizayn tamoyillari asosida barcha tashrif buyuruvchilar uchun teng foydalanish imkoniyatlarini yaratadigan, fermer xo‘jaliklari iqtisodiy barqarorligini, mahalliy hamjamiyat farovonligini va tabiiy-madaniy merosni saqlashni ta’minlovchi turizm shaklidir.

Tadqiqotning dolzarbligi O‘zbekistonda turizmning ustuvor iqtisodiy tarmoq sifatida rivojlanayotganligi bilan ham belgilanadi. “O‘zbekiston-2030” strategiyasida xorijiy turistlar sonini 15 million nafarga, turizm xizmatlari eksportini esa 5 milliard AQSH dollariga yetkazish maqsadi belgilangan. Biroq qishloq hududlarining turizm salohiyatidan foydalanish darajasi hamda inklyuziv infratuzilmaning rivojlanishi yetarli emas.

Mavjud ilmiy adabiyotlarda agroturizm va inklyuziv turizm asosan mustaqil tadqiqot yo‘nalishlari sifatida o‘rganilgan bo‘lib, ularni yagona nazariy va tashkiliy model doirasida birlashtiruvchi yondashuv yetarli darajada ishlab chiqilmagan. Ayniqsa, Markaziy Osiyo va O‘zbekiston sharoitiga moslashtirilgan konseptual model mavjud emas. Mazkur tadqiqot ana shu ilmiy bo‘shliqni to‘ldirishga qaratilgan.

Tadqiqotning maqsadi inklyuziv agroturizmni rivojlantirishning xalqaro tajribasini umumlashtirish hamda uni O‘zbekiston sharoitida joriy etishning konseptual, klaster va tashkiliy-iqtisodiy modelini ishlab chiqishdan iborat. Tadqiqot natijalari davlat siyosati, hududiy rivojlanish strategiyalari va fermer xo‘jaliklarida inklyuziv agroturizmni joriy etishning ilmiy-amaliy asoslarini takomillashtirishga xizmat qiladi.

2. Adabiyotlar sharhi

Hammabop (accessible) turizm nazariyasi nogironlikni tushunishdagi paradigma o‘zgarishiga, ya’ni tibbiy modeldan ijtimoiy modelga o‘tishga asoslanadi. Mazkur yondashuvga ko‘ra, nogironlik shaxsning jismoniy holati emas, balki jamiyat va muhit tomonidan yaratilgan to‘siqlar natijasidir. Buhalis va Darcy [3] ushbu konsepsiyani “accessible tourism for all” tamoyili bilan rivojlantirib, universal dizaynni faqat nogironligi bo‘lgan shaxslar uchun emas, balki keksalar, kichik bolali oilalar va vaqtinchalik harakatlanish imkoniyati cheklangan barcha insonlar uchun qulay muhit yaratish vositasi sifatida talqin qilgan. Mazkur yondashuv inklyuziv agroturizmning nazariy poydevorini tashkil etadi, chunki fermer xo‘jaliklari va qishloq destinatsiyalarida mavjud jismoniy, axborot va ijtimoiy to‘siqlarni loyihalash bosqichidayoq bartaraf etish imkonini beradi.

Hammabop turizm nazariyasining rivojlanishiga Darcy [4], McKercher va Darcy [16], Michopoulou va Buhalis [17] , shuningdek Michopoulou va boshqalar [18] muhim hissa qo‘shgan. Ular nogironligi bo‘lgan sayyohlarning ehtiyojlari bir xil emasligini, asosiy muammolar jismoniy infratuzilma bilan bir qatorda axborotning yetishmasligi, xizmat ko‘rsatuvchi xodimlarning

tayyorgarligi va jamiyatdagi stereotiplar bilan bog‘liqligini ko‘rsatadilar. Ayniqsa, ishonchli accessibility axborotining mavjudligi sayohat to‘g‘risida qaror qabul qilishda hal qiluvchi omillardan biri sifatida baholanadi. Patterson va Pegg [19], shuningdek Patterson va boshqalar [20] esa aholining qarishi natijasida keksalar segmentining jadal kengayishini hamda ushbu guruh uchun qishloq va agroturizm mahsulotlari istiqbolli bozor ekanligini asoslaydi.

Agroturizm nazariyasi qishloq hududlarini barqaror rivojlantirish konsepsiyasi bilan uzviy bog‘liq. Lane [11] qishloq turizmining konseptual asoslarini ishlab chiqqan bo‘lsa, Lane va Kastenholz [13] zamonaviy qishloq turizmining evolyutsion rivojlanish yo‘nalishlarini tahlil qilgan. Phillip, Hunter va Blackstock [21] agroturizmni ishlayotgan fermer xo‘jaligi bilan bevosita bog‘liq faoliyat sifatida tipologiyalashtirgan, Tew va Barbieri [25] hamda Barbieri va Mshenga [2] esa uning fermer xo‘jaliklari daromadini diversifikatsiya qilish, yangi ish o‘rinlari yaratish va mahalliy iqtisodiyotni rivojlantirishdagi ahamiyatini empirik jihatdan isbotlagan. Streifeneder [24] agroturizmni oddiy qishloq turizmidan ajratib turuvchi mezonlarni taklif etgan. Shunga qaramay, mazkur tadqiqotlarning aksariyatida inklyuzivlik masalasi yetarli darajada yoritilmagan.

O‘zbekiston va Markaziy Osiyoga oid tadqiqotlar soni ortib bormoqda. Aslam [1] mamlakatda agroturizmning rivojlanish salohiyatini tahlil qilib, uning hali boshlang‘ich bosqichda ekanligini qayd etadi. Matyakubov va Defrancesco [15] Italiya tajribasi asosida agroturizmning qishloq hududlarini rivojlantirishdagi ahamiyatini asoslagan bo‘lsa, Tog‘aymurodov [26] fermer xo‘jaliklari faoliyatini diversifikatsiya qilish imkoniyatlarini baholagan. Biroq ushbu tadqiqotlarda inklyuzivlik tamoyillari, universal dizayn va hammabop xizmatlarni tashkil etish masalalari deyarli ko‘rib chiqilmagan.

Inklyuziv turizmning amaliy asoslari xalqaro standartlar bilan mustahkamlangan. BMTning Nogironlar huquqlari to‘g‘risidagi konvensiyasi [27], ISO 21902:2021 “Tourism and related services - Accessible tourism for all” standarti [28] hamda European Accessibility Act [7] turizm xizmatlarini barcha foydalanuvchilar uchun teng va xavfsiz tashkil etishning asosiy me’yorlarini belgilaydi. Ushbu hujjatlar milliy standartlar va sertifikatlashtirish tizimini shakllantirish uchun metodologik asos bo‘lib xizmat qiladi.

Adabiyotlar tahlili shuni ko‘rsatadiki, hammabop turizm va agroturizm nazariyalari asosan mustaqil ilmiy yo‘nalishlar sifatida rivojlangan. Ularning kesishgan nuqtasi - inklyuziv agroturizm - yaxlit konseptual model sifatida yetarli darajada ishlab chiqilmagan. Ayniqsa, fermer xo‘jaliklarining inklyuziv xizmat ko‘rsatish salohiyati, tashkiliy-iqtisodiy mexanizmlari va samaradorlik indikatorlari bo‘yicha tadqiqotlar yetarli emas. Shu bois mazkur maqola inklyuziv agroturizmning konseptual modeli, klaster yondashuvi va tashkiliy-iqtisodiy mexanizmini ishlab chiqish orqali mavjud ilmiy bo‘shliqni to‘ldirishga qaratilgan.

3. Tadqiqot metodologiyasi

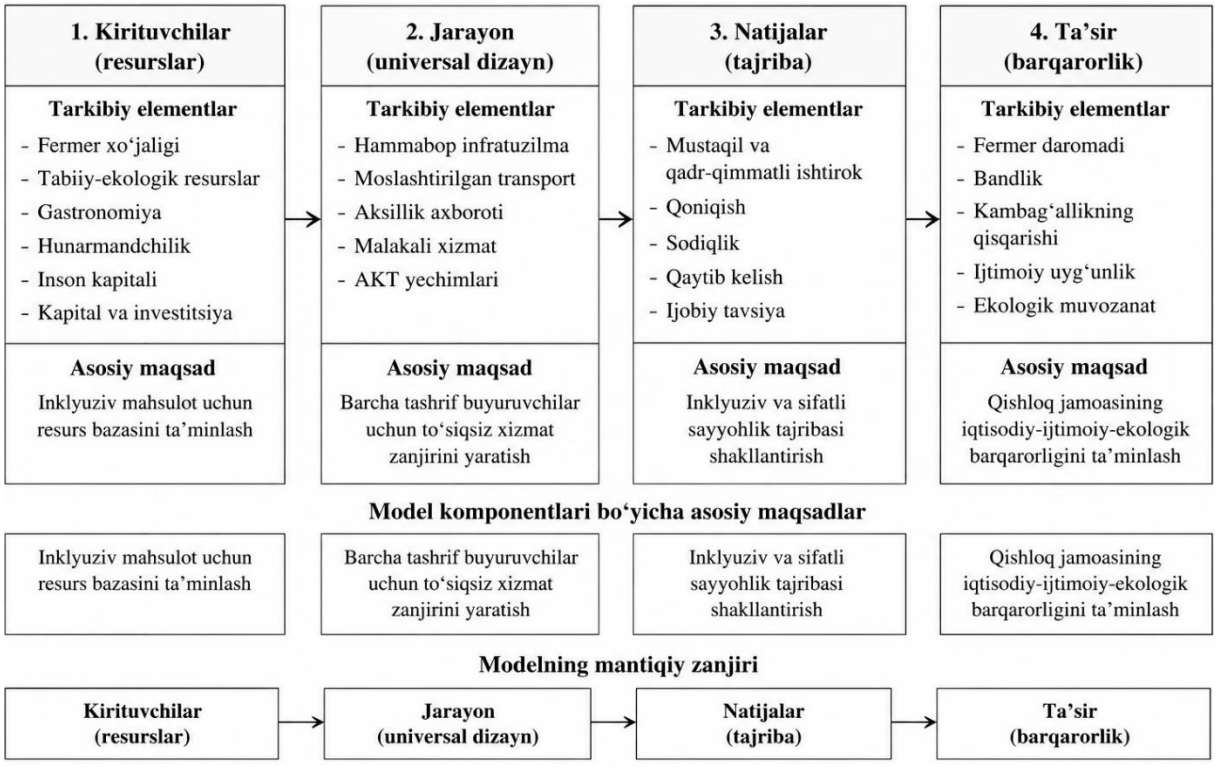
Tadqiqot sifatli (kvalitativ) va tahliliy yondashuvga asoslanib, bir-birini to‘ldiruvchi ilmiy usullar majmuasidan foydalanadi. Tizimli tahlil inklyuziv agroturizmni davlat organlari, mahalliy hokimiyat, fermer xo‘jaliklari, turizm biznesi, nodavlat tashkilotlar va nogironligi bo‘lgan shaxslar manfaatlarini birlashtiruvchi yaxlit tizim sifatida ko‘rib chiqishga xizmat qiladi. Qiyosiy tahlil Italiya, Fransiya, Ispaniya, Avstriya, Yaponiya, Janubiy Koreya va Avstraliya tajribalarini yagona mezonlar asosida solishtirish imkonini berdi. Kontent tahlili 2010-2026-yillarda Scopus, Web of Science hamda xalqaro tashkilotlar manbalarini o‘rganishga asoslandi. SWOT va PESTEL tahlillari O‘zbekistonda inklyuziv agroturizmni rivojlantirishning ichki va tashqi omillarini baholash uchun qo‘llanildi. Mantiqiy umumlashtirish natijasida konseptual model, tashkiliy-iqtisodiy mexanizm va amaliy

tavsiyalar ishlab chiqildi. Tadqiqot asosan ikkilamchi ma'lumotlarga tayanganligi sababli, taklif etilgan modellarni empirik va statistik jihatdan tekshirish keyingi tadqiqotlar uchun istiqbolli yo'nalish sifatida qaraladi.

4. Natijalar va muhokama

4.1. Inklyuziv agroturizmning nazariy modeli

Inklyuziv agroturizmning nazariy modeli qishloq (agro) turizmi nazariyasi, inklyuziv (hammabop) turizm konsepsiyasi hamda barqaror rivojlanish tamoyillarining integratsiyasiga asoslanadi. Mazkur modelning asosiy g'oyasi shundan iboratki, agroturizm xizmatining iste'mol qiymati uning autentikligi (haqiqiy agrar tajribani taqdim etishi) va hammabopligi (barcha tashrif buyuruvchilar uchun teng foydalanish imkoniyatini yaratishi) uyg'unlashgandagina to'liq namoyon bo'ladi. Shu nuqtai nazardan, Phillip va boshqalar [21] tomonidan taklif etilgan "autentiklik – turistning agrar faoliyat bilan aloqasi – faoliyat yuritayotgan fermer xo'jaligi" tipologiyasiga universal dizayn komponenti qo'shilib, inklyuziv agroturizmni tavsiflovchi to'rt o'lchovli nazariy model shakllantiriladi. Mazkur model resurslar (kirituvchilar), universal dizayn tamoyillari asosida tashkil etilgan xizmatlar jarayoni, inklyuziv turistik tajriba natijalari hamda qishloq hududlarining iqtisodiy, ijtimoiy va ekologik barqarorligiga ta'sir o'rtasidagi uzviy bog'liqlikni aks ettiradi. Natijada, inklyuziv agroturizm nafaqat turistik mahsulot sifatini oshirish, balki qishloq jamoalarining barqaror rivojlanishi va ijtimoiy inklyuziyasini ta'minlovchi kompleks tizim sifatida namoyon bo'ladi.



1-rasm. Inklyuziv agroturizmning nazariy modeli komponentlari

Manba: muallif ishlanmasi ([21]; [3]; [13] asosida).

Modelning tahliliy yadrosi to‘rt kvadrantli konseptual mantiqqa asoslanadi. Vertikal o‘q agrar faoliyatning autentiklik darajasini ifodalaydi: yuqori qiymat ishlayotgan fermer xo‘jaligida haqiqiy qishloq xo‘jaligi jarayonlarida ishtirok etish imkoniyatini, past qiymat esa agrar faoliyatning ramziy yoki yuzaki namoyon etilishini anglatadi. Gorizontal o‘q esa obyektning aksessibilik (hammaboplik) darajasini tavsiflaydi: yuqori qiymat universal dizayn tamoyillari asosida barcha tashrif buyuruvchilar uchun to‘liq foydalanish imkoniyatini, past qiymat esa jismoniy, axborot va xizmat ko‘rsatishdagi mavjud to‘siqlarni bildiradi. Mazkur modelda eng maqbul strategik holat yuqori autentiklik va yuqori aksessibilik kesishgan kvadrant hisoblanadi. Ushbu kvadrant haqiqiy agrar tajriba barcha toifadagi tashrif buyuruvchilar, jumladan nogironligi bo‘lgan shaxslar uchun teng va to‘siqsiz taqdim etiladigan inklyuziv agroturizm modelini ifodalaydi. Taklif etilayotgan yondashuv Phillip va boshqalar [21] tomonidan ishlab chiqilgan agroturizm tipologiyasini Buhalis va boshqalar [3] ilgari surgan hammabop (accessible) turizm tamoyillari bilan integratsiyalash orqali yangi tahliliy asosni shakllantiradi. Natijada model alohida fermer xo‘jaligining strategik pozitsiyasini aniqlash, uning inklyuziv rivojlanish darajasini baholash hamda istiqboldagi transformatsiya yo‘nalishlarini belgilash imkonini beruvchi amaliy va analitik vosita sifatida xizmat qiladi.

4.2. O‘zbekiston imkoniyatlarining tahlili

O‘zbekistonning qishloq joylari inklyuziv agroturizm uchun boy resurs bazasiga ega. Mamlakat aholisining qariyb yarmi qishloq joylarda istiqomat qiladi va qishloq xo‘jaligiga tayanadi [1], bu esa fermer xo‘jaliklarini diversifikatsiya qilish va qo‘shimcha daromad yaratish uchun keng imkoniyat ochadi. Quyida asosiy resurs yo‘nalishlari va ularga bog‘liq muammolar baholanadi. O‘zbekistonning o‘ziga xos resurslari inklyuziv agroturizm uchun qo‘shimcha ustunlik beradi. Buyuk ipak yo‘li merosi, Samarqand, Buxoro va Xiva atrofidagi qishloqlar, Farg‘ona vodiysi bog‘-rog‘lari hamda tog‘ va dasht hududlari boy autentik tajriba manbai hisoblanadi. Mahalla va oilaviy mehmondo‘stlik an’anasi esa ijtimoiy inklyuziya uchun tabiiy zamin yaratadi. An’anaviy hunarmandchilik (Rishton kulolchiligi, Marg‘ilon atlasi, kashtachilik) va gastronomiya (milliy taomlar, mevachilik, asalarichilik, uzumchilik) turistik mahsulotga aylantirilsa, ular barcha toifadagi mehmonlar uchun moslashtirilishi mumkin. Asosiy vazifa - ushbu resurslarni universal dizayn tamoyillari asosida hammabop xizmat zanjiriga bog‘lashdir.

1-jadval.

O‘zbekistonda inklyuziv agroturizm resurslari va cheklovlari

Resurs yo‘nalishi	Salohiyat	Asosiy cheklov/muammo
Qishloq turizmi resurslari	Rang-barang landshaft, vohalar, tog‘ va dasht hududlari, mehmondo‘stlik an’anasi	Hammabop infratuzilma va standartlarning yo‘qligi
Fermer xo‘jaliklari	Ko‘p sonli dehqon va fermer xo‘jaliklari, diversifikatsiya istiqboli	Tadbirkorlik va xizmat ko‘rsatish ko‘nikmalari yetishmasligi
Milliy hunarmandchilik	Kulolchilik, kashtachilik, gilamchilik, an’anaviy hunarlar	Turistik mahsulotga aylantirish va marketing zaif

Resurs yo‘nalishi	Salohiyat	Asosiy cheklov/muammo
Ekologik resurslar	Qo‘riqxonalar, milliy bog‘lar, ekoturizm zonalari	Ekologik moslashuv va hammabop so‘qmoqlar cheklangan
Gastronomik turizm	Milliy taomlar, mevachilik, uzumchilik, asalarichilik	Sifat, gigiyena va inklyuziv xizmat standartlari shakllanmagan
Institutsional muhit	Turizmga davlat e’tibori, soddalashtirilgan tartibga solish	Inklyuziv agroturizmga oid maxsus normativ baza yo‘q

Manba: muallif tahlili ([1], [15], [26] asosida).

O‘zbekiston uchun ham iqtisodiy imkoniyat, ham ijtimoiy zarurat mavjud. Bir tomondan, turizm xizmatlari eksportining jadal o‘sishi (2024-yilda ~3,52 mlrd dollar) va “O‘zbekiston-2030” strategiyasining ambitsiyali maqsadlari qishloq segmentini rivojlantirish uchun qulay makroiqtisodiy muhit yaratadi. Boshqa tomondan, global keksalar va nogironligi bo‘lgan sayyohlar bozorining o‘sishi (1,3 mlrd kishi va ularning hamrohlari) mamlakatga arzon, autentik va mehnatsevar xizmat taklif eta oladigan istiqbolli yo‘nalish ochadi. Inklyuziv agroturizm, shuningdek, mamlakat ichidagi nogironligi bo‘lgan fuqarolar va keksalar uchun dam olish imkoniyatlarini kengaytiradi - ya’ni u nafaqat eksport, balki ichki ijtimoiy inklyuziya vositasidir.

Mavjud muammolarning eng muhimlari quyidagilar: (a) qishloq joylarida hammabop turar joy, sanitariya va transportning deyarli yo‘qligi; (b) inklyuziv agroturizmni tartibga soluvchi maxsus normativ-huquqiy hujjatlar va sifat standartlarining ishlab chiqilmaganligi; (c) fermerlar va xizmat ko‘rsatuvchilarda universal dizayn va inklyuziv xizmat bo‘yicha bilim va ko‘nikmalarning yetishmasligi; (d) ishonchli aksilik axboroti va raqamli platformalarning rivojlanmaganligi; (e) statistik hisobning yo‘qligi sababli monitoring va baholashning qiyinligi. Bu muammolar McKercher va Darcy [16] hamda Michopoulou va Buhalis [17] aniqlagan munosabat va axborot to‘siqlari bilan mantiqan mos keladi.

4.3. SWOT tahlili

O‘zbekistonda inklyuziv agroturizmni rivojlantirish istiqbollarini kompleks baholash maqsadida SWOT tahlil usuli qo‘llanildi. Ushbu yondashuv orqali sohaning ichki muhitini tavsiflovchi kuchli va zaif jihatlar, shuningdek tashqi muhit bilan bog‘liq imkoniyatlar va tahdidlar aniqlanib, ularning o‘zaro ta’siri quyidagi SWOT matritsasida tizimli ravishda aks ettirilgan.

2-jadval.

Inklyuziv agroturizmni rivojlantirishning SWOT tahlili

Kuchli tomonlar (Strengths)	Zaif tomonlar (Weaknesses)
– Qishloq hududlarining boy tabiiy, gastronomik va milliy hunarmandchilik resurslariga egaligi. – Qishloq aholisining yuqori ulushi, milliy mehmondo‘stlik an’analari hamda mehmonlarni qabul qilish madaniyatining shakllanganligi.	– Hammabop (universal) infratuzilma hamda inklyuziv turizm standartlarining yetarli darajada shakllanmaganligi. – Inklyuziv agroturizmni tartibga soluvchi maxsus normativ-huquqiy bazaning hamda

Kuchli tomonlar (Strengths)	**Zaif tomonlar (Weaknesses)**
– Turizm sohasini rivojlantirish bo‘yicha davlat siyosatining ustuvor yo‘nalish sifatida belgilanganligi va tizimli institutsional islohotlarning amalga oshirilayotganligi. – Nisbatan arzon va mehnat sig‘imkor xizmatlar ko‘rsatish imkoniyatining mavjudligi.	sohaga oid statistik hisob va monitoring tizimining yetarli darajada rivojlanmaganligi. – Inklyuziv xizmat ko‘rsatish bo‘yicha malakali kadrlar va mutaxassislarning, shuningdek amaliy kompetensiyalarning yetishmasligi. – Inklyuziv agroturizm mahsulotlarini targ‘ib etish bo‘yicha marketing faoliyatining sustligi hamda raqamli platformalarda obyektlarning aksessibiligi (hammabopligi) to‘g‘risidagi axborotning yetarli emasligi.
Imkoniyatlar (Opportunities)	**Tahdidlar (Threats)**
– Keksalar hamda nogironligi bo‘lgan shaxslar segmentida turistik xizmatlarga bo‘lgan global talabning izchil ortib borayotganligi. – Inklyuziv agroturizmni rivojlantirishning “O‘zbekiston – 2030” strategiyasi va mamlakatning turizm sohasini rivojlantirishga qaratilgan ustuvor strategik yo‘nalishlari bilan uyg‘unligi. – UN Tourism, European Union, World Bank hamda boshqa xalqaro tashkilotlar bilan hamkorlikni kengaytirish, grant va donor mablag‘larini jalb etish imkoniyatlarining mavjudligi. – Raqamli transformatsiya jarayonlarining jadallashuvi, “smart accessibility” yechimlari hamda zamonaviy axborot-kommunikatsiya texnologiyalarini joriy etish orqali inklyuziv agroturizm xizmatlari sifati va foydalanish qulayligini oshirish imkoniyati.	– “Accessibility-washing” (“aksessibilikni sun’iy namoyish etish”) holatlarining yuzaga kelishi, ya’ni obyektlarning amalda mavjud bo‘lmagan hammaboplik xususiyatlarini reklama va marketing orqali asossiz targ‘ib qilinishi. – Inklyuziv infratuzilmani rivojlantirish uchun zarur investitsiya resurslari hamda malakali kadrlar salohiyatining yetarli emasligi. – Turistik talabning mavsumiy xususiyatga egaligi va bozor kon’yunkturasining beqarorligi natijasida xizmatlar rentabelligiga salbiy ta’sir ko‘rsatish ehtimoli. – Turizm faoliyatining kengayishi natijasida ekologik yuklamaning ortishi hamda tabiiy va mahalliy resurslardan nomutanosib foydalanish xavfining mavjudligi.

Manba: muallif ishlanmasi ([**Error! Reference source not found.**], [28],[1] *asosida).*

4.4. PESTEL tahlili

Makromuhit omillarini baholash davlat siyosati uchun ustuvor yo‘nalishlarni aniqlashga yordam beradi.

3-jadval.

Inklyuziv agroturizm rivojlanishining PESTEL tahlili

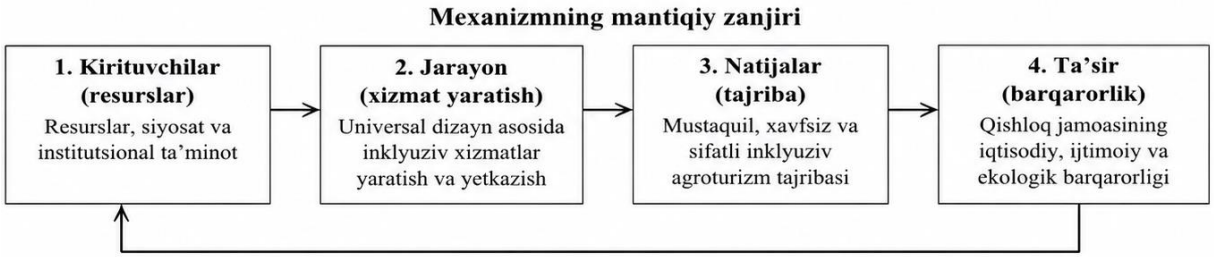
Omil	Mazmuni va ta’siri
Siyosiy (P)	Turizmni ustuvor tarmoq sifatida e’tirof etish; qishloq va agrar islohotlar; biroq inklyuziv agroturizmga oid yaxlit davlat siyosatining shakllanmaganligi.
Iqtisodiy (E)	Turizm xizmatlari eksportining o‘sishi (2024-yilda ~3,52 mlrd dollar); fermer daromadlarini diversifikatsiya qilish istiqboli; investitsiya va kredit resurslari taqchilligi.
Ijtimoiy (S)	Aholining qishloqdagi yuqori ulushi va mehmondo‘stlik; nogironlik va keksalik masalalariga ijtimoiy munosabatning o‘zgarishi; inklyuziya madaniyatini shakllantirish zarurati.
Texnologik (T)	Mobil ilovalar, aksilik xaritalari, onlayn bron qilish va raqamli marketing imkoniyatlari; qishloqda internet va AKT qamrovining notekisligi.
Ekologik (E)	Boy tabiiy va ekologik resurslar; suv tanqisligi, cho‘llanish va ekologik bosim xavfi; barqaror va organik dehqonchilik bilan bog‘lash imkoniyati.
Huquqiy (L)	Universal dizayn va hammabop turizm bo‘yicha milliy standartlar (mas., ISO 21902:2021 ga uyg‘unlashtirish) va nogironlar huquqlari (BMT CRPD) bazasini kuchaytirish zarurati.

Manba: muallif ishlanmasi ([28]; [10]; [27] asosida).

4.5. Tashkiliy-iqtisodiy mexanizmning mualliflik modeli

Inklyuziv agroturizmni rivojlantirish faqat alohida fermer xo‘jaligi darajasida emas, balki ko‘p subyektli tizimli hamkorlik orqali samarali bo‘ladi. Mualliflik modeli oltita funksional blokni - boshqaruv, ishtirokchilar, infratuzilma, moliyalashtirish, marketing va monitoringni - birlashtiradi. Modelning markaziy g‘oyasi: davlat va mahalliy hokimiyat “yetakchi va tartibga soluvchi”, fermerlar va turoperatorlar “ijrochi”, NNTlar va nogironligi bo‘lgan shaxslar tashkilotlari “ekspert va nazoratchi” rolini bajaradi; AKT, transport va universal dizayn esa tizimni bog‘lovchi infratuzilma vazifasini o‘taydi.

Subyekt/blok	Funksiyalari	Vositalar
Davlat	Strategiya, normativ baza, standartlar, rag‘batlantirish	Qonunlar, milliy dasturlar, soliq imtiyozlari
Mahalliy hokimiyat	Hududiy reja, yer va infratuzilma, muvofiqlashtirish	Hududiy “yo‘l xaritasi”, grant tanlovlari
Fermerlar	Inklyuziv agromahsulot va xizmatlarni yaratish	Universal dizayn, fermada dam olish, gastronomiya
Turoperatorlar	Mahsulotni paketlash, sotish, sayohatni tashkli etish	Inklyuziv turlar, onlayn bron, aksilik kafolati
NNT va nogironlar tashkilotlari	Ekspertiza, audit, jamoatchilik nazorati, o‘qitish	Aksilik auditi, maslahat, qo‘llanmalar
Transport	To‘siqsiz yetib borish va joyda harakatlanish	Moslashtirilgan transport, transfer xizmati
AKT	Ishonchli aksilik axboroti va raqamli marketing	Ilovalar, aksilik xaritalari, veb-platformalar
Moliya institutlari	Investitsiya va kreditlash, hammoliyalashtiruv	Imtiyozli kredit, lizing, donor mablag‘lari
Monitoring	Indikatorlar bo‘yicha baholash va qayta aloqa	Statistik hisob, samaradorlik indikatorlari



2-rasm. Inklyuziv agroturizmning tashkiliy-iqtisodiy mexanizmi (mualliflik modeli)
Manba: muallif ishlanmasi.

Mexanizmning moliyaviy mantig‘i ko‘p manbali moliyalashtiruvga asoslanadi: davlat byudjeti va imtiyozlari (soliq ta’tillari, subsidiyalar) tizimni ishga tushiradi; imtiyozli kredit va lizing fermerlar uchun moslashuv (ramp, sanitariya, navigatsiya) xarajatlarini qoplaydi; donor va xalqaro tashkilotlar (UN Tourism, Jahon banki, EI) grant va texnik ko‘mak beradi; turoperatorlar va xususiy investorlar tijoriy mablag‘ kiritadi. Daromad esa fermer xo‘jaliklari, hunarmandlar, transport va xizmat ko‘rsatuvchilar o‘rtasida taqsimlanib, mahalliy iqtisodiyotda multiplikativ ta’sir hosil qiladi. Monitoring bloki indikatorlar bo‘yicha muntazam qayta aloqa ta’minlab, resurslarni samarali yo‘naltirish imkonini beradi.

5. Xulosa va takliflar

Tadqiqot natijalari inklyuziv agroturizm agroturizm va hammabop turizm yondashuvlarining o‘zaro to‘ldiruvchi birlashuvi sifatida O‘zbekistonda qishloq hududlarini barqaror rivojlantirishning istiqbolli yo‘nalishi ekanini ko‘rsatdi. Xalqaro tajriba davlat siyosati, universal dizayn standartlari va moliyalashtirish mexanizmlarining uyg‘unligi muvaffaqiyatning hal qiluvchi sharti ekanidan dalolat beradi.

Quyida o‘n ikkidan ortiq asoslangan taklif yo‘nalishlar bo‘yicha tizimlashtiriladi.

Normativ-huquqiy:

- Inklyuziv agroturizmni tartibga soluvchi maxsus normativ hujjat qabul qilish va universal dizayn standartlarini (ISO 21902:2021 ga uyg‘unlashtirilgan holda) joriy etish.
- Agroturizm xizmatlari uchun ixtiyoriy “hammabop agroturizm” sertifikati va sifat belgisini joriy etish (Fransiya “Tourisme & Handicap” tajribasi asosida).

Institutsional:

- Hududiy darajada inklyuziv agroturizm klasterlarini tashkil etish va ularni muvofiqlashtiruvchi markazlar/uyushmalar tuzish.
- NNTlar va nogironligi bo‘lgan shaxslar tashkilotlarini siyosat ishlab chiqish, audit va monitoring jarayoniga jalb etish.

Iqtisodiy: Fermerlar uchun inklyuziv moslashuv (ramp, sanitariya, navigatsiya)ni qoplovchi maqsadli subsidiya va imtiyozlarni joriy etish.

Investitsion: Davlat-xususiy sheriklik va donor (UN Tourism, Jahon banki, EI) mablag‘larini jalb etib, hammoliyalashtiruv fondini shakllantirish.

Infratuzilmaviy: Pilot hududlarda hammabop turar joy, transport-transfer va to‘siqsiz marshrutlardan iborat namunaviy zanjirlar yaratish.

Raqamlashtirish: Ishonchli aksilik axboroti bilan boyitilgan milliy raqamli platforma va aksilik xaritalarini ishlab chiqish.

Marketing: Inklyuziv agroturizmni keksalar va nogironligi bo‘lgan sayyohlar bozoriga yo‘naltirilgan maqsadli brending va promo bilan ilgari surish; “aksilik yuvish”ga yo‘l qo‘ymaslik.

Kadrlar tayyorlash: Fermerlar va xizmat ko‘rsatuvchilar uchun universal dizayn va inklyuziv xizmat bo‘yicha o‘quv modullari va malaka oshirish kurslarini joriy etish.

Xalqaro hamkorlik: UN Tourism, ENAT va yetakchi davlatlar bilan tajriba almashish, qo‘shma loyihalar va akademik hamkorlikni (mas., Ipak yo‘li xalqaro turizm universiteti) kuchaytirish.

Barqaror rivojlanish: Inklyuziv agroturizmni suv-resurs samaradorligi, organik dehqonchilik va ekologik muvozanat bilan bog‘lash hamda BRMlar (SDG 8, 10, 11) bilan moslashtirish.

Monitoring: Inklyuziv agroturizm bo‘yicha statistik hisobni yo‘lga qo‘yish va indikatorlar asosida muntazam baholash tizimini joriy etish.

Taklif etilayotgan tashkiliy-iqtisodiy mexanizmni amaliyotga joriy etish bosqichma-bosqich yondashuv asosida amalga oshirilishi maqsadga muvofiq. Birinchi bosqichda (qisqa muddatli istiqbolda) inklyuziv agroturizmni tartibga soluvchi normativ-huquqiy bazani takomillashtirish, sifat standartlari va sertifikatlash mezonlarini ishlab chiqish, shuningdek 2-3 ta hududda namunaviy inklyuziv agroturizm klasterlarini tashkil etish hamda sohaga ixtisoslashgan kadrlarni tayyorlash tizimini yo‘lga qo‘yish ustuvor vazifa hisoblanadi.

Ikkinchi bosqichda (o‘rta muddatli istiqbolda) pilot loyihalar natijalari belgilangan indikatorlar asosida kompleks baholanadi, inklyuziv agroturizm obyektlari to‘g‘risidagi ma’lumotlarni jamlovchi yagona milliy raqamli platforma joriy etiladi hamda samaradorligi isbotlangan amaliyotlarni respublikaning boshqa hududlarida kengaytirish (scaling) choralari amalga oshiriladi.

Uchinchi bosqichda (uzoq muddatli istiqbolda) inklyuziv agroturizm mamlakatning milliy turizm brendining muhim tarkibiy qismi sifatida shakllantiriladi, xalqaro turizm bozoriga integratsiya

chuqurlashtiriladi, xorijiy investitsiyalar va strategik hamkorlikni kengaytirish orqali sohaning barqaror rivojlanishi ta'minlanadi.

Mazkur bosqichma-bosqich yondashuv inklyuziv agroturizmni rivojlantirish bilan bog'liq institutsional va investitsion xatarlarni minimallashtirish, moliyaviy hamda tashkiliy resurslardan oqilona foydalanish, shuningdek amalga oshirilayotgan chora-tadbirlarning iqtisodiy, ijtimoiy va ekologik samaradorligini bosqichma-bosqich oshirish imkonini beradi.

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INKLYUZIV TURIZM SOHASIDA XALQARO STANDARTLARNI MILLIY AMALIYOTGA JORIY ETISH MASALALARI

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Annotatsiya. *Maqolada inklyuziv turizm sohasidagi xalqaro standartlar va ularni O‘zbekiston amaliyotiga joriy etish masalalari tahlil qilingan. Tadqiqotda BMTning Nogironligi bo‘lgan shaxslar huquqlari to‘g‘risidagi konvensiyasi (CRPD), ISO 21902:2021 hamda UN Tourism tavsiyalari o‘rganilgan. Yevropa Ittifoqi, AQSH, Kanada, Avstraliya, Yaponiya va Janubiy Koreya tajribasi qiyosiy tahlil asosida baholangan. Muallif tomonidan xalqaro standartlarni milliy amaliyotga moslashtirish mexanizmi, inklyuziv turizmni rivojlantirishning konseptual modeli, turizm obektlarini baholash indikatorlari tizimi va Inclusive Tourism Accessibility Index (ITAI) metodikasi ishlab chiqilgan. Tadqiqot natijalari milliy standartlar, texnik reglamentlar asosidagi amaliy tavsiyalarni shakllantirishga xizmat qiladi.*

Kalit so‘zlar: *inklyuziv turizm, barcha uchun qulay turizm, universal dizayn, xalqaro standartlar, texnik reglament, inklyuzivlik indeksi.*

Abstract. *This article examines international standards in the field of inclusive tourism and their implementation in Uzbekistan. The study analyzes the* ***United Nations Convention on the Rights of Persons with Disabilities (CRPD), ISO 21902:2021****, and the recommendations of* ***UN Tourism.*** *The experiences of the European Union, the United States, Canada, Australia, Japan, and South Korea are comparatively evaluated to identify best practices for promoting inclusive tourism. The author proposes a mechanism for adapting international standards to the national context, develops a conceptual model for inclusive tourism development, establishes a system of indicators for assessing tourism facilities, and introduces the* ***Inclusive Tourism Accessibility Index (ITAI)*** *methodology. The research findings provide a scientific basis for developing national standards, technical regulations, and practical recommendations to support the implementation of inclusive tourism in Uzbekistan.*

Keywords: *inclusive tourism; accessible tourism for all; universal design; international standards; technical regulations; Inclusive Tourism Accessibility Index (ITAI); accessibility index.*

Kirish

So‘nggi o‘n yilliklarda turizm nafaqat iqtisodiy o‘sish va ish o‘rinlari yaratishning muhim manbai, balki inson huquqlari, ijtimoiy tenglik va hayot sifatini oshirishning muhim vositasi sifatida ham e’tirof etilmoqda. Jahon sog‘liqni saqlash tashkiloti va Jahon bankining baholashlariga ko‘ra, dunyo aholisining taxminan 15 foizi u yoki bu shakldagi nogironlik bilan yashaydi, aholining keksayishi esa bu ko‘rsatkichni yanada oshirmoqda [22]. Shu bois «barcha uchun qulay turizm» (accessible tourism) yoki inklyuziv turizm konsepsiyasi zamonaviy turizm siyosatining ustuvor yo‘nalishlaridan biriga aylanib bormoqda [19].

Inklyuziv turizm - bu yoshi, jismoniy, sensor yoki kognitiv imkoniyatlaridan qat'i nazar, barcha insonlarning turistik xizmatlardan teng shartlarda va mustaqil ravishda foydalana olishini ta'minlashga qaratilgan yondashuvdir [11]. Ushbu yondashuv nogironligi bo'lgan shaxslar, keksalar, kichik bolali oilalar, vaqtincha harakatlanish imkoniyati cheklangan shaxslar hamda boshqa kamharakat aholi guruhlarining manfaatlarini qamrab oladi. Shu ma'noda inklyuziv turizm alohida ijtimoiy xizmat emas, balki turizm mahsuloti va xizmatlarining sifati hamda raqobatbardoshligini belgilovchi muhim mezon hisoblanadi.

Xalqaro hamjamiyat mazkur sohani tartibga soluvchi qator muhim hujjatlarni qabul qilgan. Jumladan, BMTning Nogironligi bo'lgan shaxslar huquqlari to'g'risidagi konvensiyasi (CRPD) [23], ISO 21902:2021 «Tourism and related services - Accessible tourism for all» xalqaro standarti hamda UN Tourism tomonidan ishlab chiqilgan tavsiyalar inklyuziv turizmni tashkil etishning huquqiy va metodologik asosini belgilab beradi. Mazkur hujjatlar davlatlar uchun universal dizayn, xizmatlardan teng foydalanish va barcha uchun qulay muhit yaratish bo'yicha yagona yondashuvlarni shakllantirgan.

O'zbekiston Respublikasida ham inklyuziv siyosatni rivojlantirish bo'yicha muhim huquqiy asoslar yaratildi. Xususan, 2020 yilda «Nogironligi bo'lgan shaxslarning huquqlari to'g'risida»gi Qonun qabul qilindi [25], 2021 yilda esa mamlakat BMTning Nogironligi bo'lgan shaxslar huquqlari to'g'risidagi konvensiyasini ratifikatsiya qildi [26]. Shu bilan birga, turizmni milliy iqtisodiyotning strategik tarmog'i sifatida rivojlantirish davlat siyosatining ustuvor yo'nalishiga aylandi. Jumladan, BMT Bosh Assambleyasi O'zbekiston tashabbusi bilan 2027 yilni «Barqaror va bardoshli turizmning xalqaro yili» deb e'lon qildi [21]. Shu bilan birga, mamlakatda inklyuziv turizm sohasini maxsus tartibga soluvchi milliy standartlar va texnik reglamentlar hozircha yetarli darajada shakllanmagan. Amaldagi normativ-huquqiy hujjatlarda asosan ijtimoiy himoya va shaharsozlik talablari aks etgan bo'lib, turizm obyektlari va xizmatlarining hammabopligi (accessibility) bo'yicha aniq talablar mavjud emas. Bu esa xalqaro standartlarni milliy amaliyotga moslashtirish zaruratini yanada kuchaytiradi.

Mavzuga oid adabiyotlar tahlili

Inklyuziv turizm bo'yicha ilmiy tadqiqotlar XX asrning 80-yillarida dam olish va bo'sh vaqtdan foydalanishdagi cheklovlarni (leisure constraints) o'rganishdan boshlangan. R.Smith nogironligi bo'lgan shaxslarning turizmda ishtirok etishiga to'sqinlik qiluvchi omillarni ichki, muhit bilan bog'liq va o'zaro ta'sir natijasida yuzaga keluvchi to'siqlarga ajratgan bo'lib, mazkur yondashuv keyingi tadqiqotlar uchun nazariy asos vazifasini bajargan [18].

Inklyuziv turizmning mustaqil ilmiy yo'nalish sifatida shakllanishida D. Buhalis va S. Darcyning hissasi alohida ahamiyatga ega. Ular «Accessible Tourism: Concepts and Issues» [3] hamda «Best Practice in Accessible Tourism» [4] asarlarida inklyuziv turizmni universal dizayn, teng imkoniyatlar va barcha uchun mustaqil ishtirok tamoyillariga asoslangan tizim sifatida izohlaganlar. Darcy va Dickson esa «barcha uchun qulay turizm» konsepsiyasini turistik mahsulotlar, xizmatlar va muhitni universal dizayn asosida shakllantirish orqali barcha insonlarning teng va mustaqil ishtirokini ta'minlash jarayoni sifatida ta'riflagan [6].

So'nggi yillarda tadqiqotlar inklyuziv turizmning iqtisodiy va ijtimoiy ahamiyatini keng yoritmoqda. Buhalis va Michopoulou accessibility sohasida ishonchli axborotning mavjudligi turistik destinatsiya raqobatbardoshligini oshirishda hal qiluvchi omil ekanini asoslagan [5]. Michopoulou, Darcy, Ambrose va Buhalis esa demografik o'zgarishlar, universal dizayn, BMTning Nogironligi

bo‘lgan shaxslar huquqlari to‘g‘risidagi konvensiyasi (CRPD) hamda Barqaror rivojlanish maqsadlari o‘rtasidagi bog‘liqlikni ko‘rsatib bergan [14].

Inklyuziv turizmda to‘siqlar nazariyasi muhim o‘rin tutadi. McKercher va Darcy nogironligi bo‘lgan shaxslar sayohatiga ta’sir etuvchi omillarni shaxsiy, tashkiliy va muhit bilan bog‘liq to‘siqlarga ajratib, ularning aksariyati xizmatlar va infratuzilmani takomillashtirish orqali bartaraf etilishi mumkinligini ta’kidlaydilar [13]. Pagán tadqiqotlari esa moslashtirilgan muhit yaratilganda nogironligi bo‘lgan shaxslarning turistik faolligi sezilarli darajada oshishini ko‘rsatadi [17].

Zamonaviy tadqiqotlarda raqamli hammaboplik (digital accessibility) alohida yo‘nalish sifatida shakllanmoqda. Domínguez Vila, Alén González va Darcy milliy turizm tashkilotlarining rasmiy veb-saytlari xalqaro WCAG talablariga to‘liq javob bermasligini aniqlab, axborot hammabopligi jismoniy muhit kabi muhim ahamiyatga ega ekanini isbotlagan [9]. Universal dizayn konsepsiyasi esa R. Mace tomonidan ishlab chiqilgan tamoyillarga asoslanib, keyinchalik ISO 21902:2021 xalqaro standartida o‘z aksini topgan [11].

Adabiyotlar tahlili shuni ko‘rsatadiki, jahon ilm-fanida inklyuziv turizmning nazariy va amaliy asoslari yetarlicha shakllangan bo‘lsa-da, xalqaro standartlarni rivojlanayotgan mamlakatlar, xususan O‘zbekiston sharoitiga moslashtirish, milliy standartlar va baholash tizimini ishlab chiqish masalalari hali yetarlicha tadqiq etilmagan. Mazkur ilmiy bo‘shliq ushbu tadqiqotning nazariy va amaliy ahamiyatini belgilaydi.

Tadqiqot metodologiyasi

Tadqiqot sifat (qualitative) va qiyosiy tahlil usullariga asoslangan kompleks metodologik yondashuv asosida amalga oshirildi. Tadqiqot jarayonida hujjatlarni tahlil qilish (document analysis) usuli yordamida ISO 21902:2021 xalqaro standarti, BMTning Nogironligi bo‘lgan shaxslar huquqlari to‘g‘risidagi konvensiyasi (CRPD), UN Tourism tomonidan ishlab chiqilgan me’yoriy-uslubiy hujjatlar hamda O‘zbekiston Respublikasining amaldagi normativ-huquqiy hujjatlari tizimli ravishda o‘rganildi. Qiyosiy-huquqiy tahlil asosida Yevropa Ittifoqi, AQSH, Kanada, Avstraliya, Yaponiya va Janubiy Koreyaning inklyuziv turizmni tartibga solish bo‘yicha huquqiy va institutsional tajribasi baholanib, ularning milliy modellarining o‘ziga xos jihatlari aniqlashtirildi. Tizimli-tarkibiy tahlil natijasida xalqaro standartlarni O‘zbekiston sharoitida milliy amaliyotga joriy etishning konseptual modeli hamda Inklyuziv turizm hammabopligi indeksi (Inclusive Tourism Accessibility Index - ITAI)ni hisoblash metodikasi ishlab chiqildi. Mazkur metodika baholash mezonlarini klasterlash, indikatorlarni ball shkala asosida baholash, vazn koeffitsiyentlarini qo‘llash va yakuniy natijalarni 0-100 ballik shkala bo‘yicha normallashtirish bosqichlarini o‘z ichiga oladi. Tadqiqotning axborot bazasini Scopus va Web of Science ma’lumotlar bazalarida indekslangan ilmiy maqolalar, ISO standartlari, UN Tourism va Yevropa Komissiyasi hujjatlari hamda O‘zbekiston Respublikasi qonunchilik hujjatlari tashkil etdi.

Asosiy natijalar va muhokama

Inklyuziv turizm zamonaviy ilmiy adabiyotlarda barcha insonlarning yoshi, jismoniy yoki sensor imkoniyatlaridan qat’i nazar, turizm xizmatlaridan teng va mustaqil foydalanishini ta’minlovchi konsepsiya sifatida talqin etiladi. Mazkur yondashuv CRPD, ISO 21902:2021 va UN Tourism tavsiyalarida inson huquqlari, ijtimoiy integratsiya hamda barqaror iqtisodiy rivojlanishning muhim omili sifatida e’tirof etiladi. Iqtisodiy nuqtai nazardan, inklyuziv turizm yangi iste’mol segmentlarini jalb etish, mavsumiylikni kamaytirish va destinatsiyalar raqobatbardoshligini oshirishga xizmat qiladi. O‘zbekiston sharoitida esa boy tarixiy-madaniy merosni saqlagan holda

turizm infratuzilmasini xalqaro accessibility standartlari asosida moslashtirish inklyuziv turizmni rivojlantirishning ustuvor yo‘nalishlaridan biri hisoblanadi. Shu tariqa, xalqaro tizim uch darajali tuzilmaga ega: huquqiy-majburiy asos (CRPD), texnik-standart asos (ISO 21902:2021) va amaliy-metodik asos (UN Tourism tavsiyalari). Bu uchlik birlashib, inklyuziv turizmning yagona xalqaro meyoriy arxitekturasini tashkil etadi. 1-jadvalda ushbu asosiy hujjatlarning qiyosiy tavsifi keltirilgan.

1-jadval.

Inklyuziv turizm sohasidagi asosiy xalqaro hujjatlarning qiyosiy tavsifi

Hujjat	Qabul qilingan yil / maqomi	Qamrovi va mazmuni	Majburiylik darajasi
CRPD (Nogironlar huquqlari konvensiyasi)	2006 y.; xalqaro shartnoma	Inson huquqlari, accessibility (9-modda), madaniy hayot va dam olishda ishtirok (30-modda)	Ratifikatsiya qilgan davlatlar uchun majburiy
ISO 21902:2021	2021 y.; xalqaro standart	Siyosat, strategiya, infratuzilma, mahsulot va xizmatlarning accessibility talablari va tavsiyalari	Ixtiyoriy (milliy standart sifatida qabul qilinsa - majburiy)
UN Tourism tavsiyalari	2015-2024 yy.; metodik hujjatlar	Standartni amaliyotga tatbiq etish bo‘yicha subsektorlar uchun amaliy qo‘llanmalar	Tavsiyaviy

Manba: muallif tomonidan CRPD, ISO 21902:2021 va UN Tourism hujjatlari asosida tuzilgan.

Rivojlangan mamlakatlar tajribasi inklyuziv turizm standartlarini joriy etishning turli modellarini namoyon etadi. Yevropa Ittifoqida ushbu yo‘nalish European Accessibility Act [7]. hamda ENAT [10]. tarmog‘i orqali standartlashtirish va hamkorlik tamoyillariga asoslanadi. AQSHda Americans with Disabilities Act (ADA) va Accessible Design Standards turizm infratuzilmasiga nisbatan majburiy texnik talablarni belgilaydi [2]. Kanada va Avstraliyada inklyuzivlikni bosqichma-bosqich joriy etishga qaratilgan huquqiy mexanizmlar shakllangan [1; 8]. Yaponiya va Janubiy Koreya esa universal dizayn, barrier-free siyosati hamda accessibility sertifikatlashtirish tizimlarini muvaffaqiyatli qo‘llamoqda [6; 7]. Qiyosiy tahlil shuni ko‘rsatadiki, O‘zbekiston uchun texnik standartlarni bosqichma-bosqich majburiy joriy etish, sertifikatlashtirish va iqtisodiy rag‘batlantirishni uyg‘unlashtiruvchi gibrid model eng maqbul yondashuv hisoblanadi. Ushbu model xalqaro standartlarni milliy amaliyotga samarali moslashtirish va turizm obyektlarining hammabopligini oshirish imkonini beradi.

Turistik infratuzilmada universal dizayn tamoyillarini qo‘llash

Universal dizayn (Universal Design) inklyuziv turizmning metodologik asosini tashkil etib, turizm obyektlari va xizmatlarini barcha foydalanuvchilar uchun dastlabki loyihalash bosqichidayoq qulay yaratishni nazarda tutadi [12;11]. Uning asosiy tamoyillari teng foydalanish, moslashuvchanlik, sodda foydalanish, idrok etiladigan axborot, xavfsizlik, kam jismoniy kuch sarfi hamda yetarli makon va o‘lchamni qamrab oladi. Turizm infratuzilmasida ushbu tamoyillar to‘siqsiz kirish, moslashtirilgan mehmonxona xonalari, taktil va audio navigatsiya, barrier-free transport hamda raqamli accessibility yechimlari orqali amalga oshiriladi. Tarixiy meros obyektlarida esa

reversible (qaytariladigan texnologiyalar) *va minimally intrusive texnologiyalarni* **(minimal aralashuvli texnologiyalar)** *qo'llash merosni saqlagan holda hammaboplikni ta'minlash imkonini beradi [20]. Shu bois universal dizaynni yangi turizm obyektlarini loyihalashning majburiy talabi sifatida joriy etish O'zbekiston turizm sohasining barqaror va raqobatbardosh rivojlanishiga xizmat qiladi.*

O'zbekistonda inklyuziv turizmni tartibga soluvchi normativ-huquqiy baza

O'zbekiston Respublikasida inklyuziv turizmga oid normativ-huquqiy baza so'nggi yillarda sezilarli darajada rivojlandi, biroq u hali ham tarqoq xususiyatga ega. Asosiy huquqiy negizni «Nogironligi bo'lgan shaxslarning huquqlari to'g'risida»gi Qonun (O'RQ-641) hamda BMTning Nogironligi bo'lgan shaxslar huquqlari to'g'risidagi konvensiyasining ratifikatsiyasi (O'RQ-695) tashkil etadi [25; 26]. Turizm sohasidagi munosabatlar «Turizm to'g'risida»gi Qonun bilan tartibga solingan bo'lsa-da, unda inklyuzivlik va accessibility talablariga alohida e'tibor qaratilmagan. Shuningdek, qurilish me'yorlari nogironligi bo'lgan shaxslar uchun umumiy qulaylik talablarini belgilaydi, ammo turizm infratuzilmasining o'ziga xos xususiyatlarini to'liq qamrab olmaydi [23]. Natijada, xalqaro standartlarni milliy amaliyotga integratsiya qiluvchi yagona standart yoki texnik reglament mavjud emas. Shu bois ISO 21902:2021 talablari asosida inklyuziv turizmning milliy standartlarini ishlab chiqish dolzarb vazifa hisoblanadi.

1-jadval.

O'zbekiston milliy normalari va ISO 21902:2021 xalqaro standarti o'rtasidagi asosiy farqlar

№	Tahlil mezoni	O'zbekiston milliy amaliyoti	ISO 21902:2021 xalqaro standarti	O'zbekiston uchun takomillashtirish yo'nalishi
1	Qamrov doirasi	Asosiy e'tibor jismoniy qulaylikka (pandus, lift, kirish yo'laklari) qaratilgan.	Jismoniy, sensor, kognitiv, axborot va xizmat hammabopligini qamrab oladi.	Hammaboplikning barcha komponentlarini milliy standartlarga kiritish.
2	Loyihalash yondashuvi	Mavjud obyektlarni keyinchalik moslashtirish (retrofitting) ustun.	Universal dizayn tamoyili asosida dastlabki loyihalash bosqichida hammaboplik ta'minlanadi.	Yangi turizm obyektlarida universal dizayn talablarini majburiy joriy etish.
3	Tartibga solish obyekti	Asosan alohida binolar va inshootlarga qaratilgan.	Davlat siyosati, destinatsiya, turoperator, transport, mehmonxona, axborot va xizmatlarni qamrab olgan yaxlit turizm ekotizimi sifatida baholaydi.	Turizm ta'minot zanjiri bo'yicha kompleks standartlar ishlab chiqish.
4	Baholash mexanizmi	Turizm obyektlarini inklyuzivlik bo'yicha baholash va	Aniq baholash mezonlari, audit va sertifikatlashtirish amaliyoti qo'llaniladi.	Milliy sertifikatlashtirish tizimi va Inclusive Tourism Accessibility

		sertifikatlashtirish tizimi mavjud emas.		Index (ITAI)ni joriy etish.
5	Axborot hammabopligi	Turistlar uchun obyektlarning hammabopligi haqida yagona axborot bazasi shakllanmagan.	Turistlarga oldindan ishonchli accessibility axborotini taqdim etish majburiy talab hisoblanadi (ENAT, OSSATE tajribasi).	Milliy raqamli accessibility platformasi va yagona axborot reyestrini yaratish.

Manba: Muallif tomonidan ISO 21902:2021, CRPD, UN Tourism tavsiyalari hamda O‘zbekiston Respublikasining amaldagi normativ-huquqiy hujjatlari asosida tuzilgan.

O‘zbekiston sharoitida xalqaro standartlarni joriy etishdagi muammolar

Tadqiqot natijalari O‘zbekistonda xalqaro inklyuziv turizm standartlarini joriy etishda quyidagi asosiy muammolarni aniqladi:

institutsional-meyoriy bo‘shliq: inklyuziv turizmni maxsus tartibga soluvchi yaxlit milliy standart va texnik reglament mavjud emas;

tarmoqlararo muvofiqlashtirish yetishmasligi: turizm, ijtimoiy himoya, shaharsozlik va transport sohalari normalari o‘zaro bog‘lanmagan;

tarixiy meros obyektlarining o‘ziga xosligi: YUNESKO ro‘yxatidagi obyektlarda accessibility ni ta’minlash konservatsiya talablari bilan muvozanatni talab qiladi;

moliyaviy resurslar cheklanganligi: infratuzilmani moslashtirish katta sarmoya talab qiladi, xususiy sektor uchun rag‘batlantirish mexanizmlari kam;

axborot va ma’lumotlar bazasining yo‘qligi: obyektlar accessibility holati to‘g‘risida tizimli ma’lumot va turistlar uchun ishonchli axborot platformasi mavjud emas;

inson kapitali bilan bog‘liq muammo: turizm sohasi xodimlari va mutaxassislarining inklyuziv xizmat ko‘rsatish bo‘yicha tayyorgarligi yetarli emas;

ijtimoiy stereotiplar: nogironligi bo‘lgan shaxslarning turizm faolligi yetarlicha rag‘batlantirilmagan va jamoatchilik ongi shakllanmagan.

Sanab o‘tilgan muammolarni tahlil qilish ularning o‘zaro bog‘liq va ikkita chuqur ildizga ega ekanligini ko‘rsatadi. Birinchidan, institutsional ildiz: accessibility masalasi ayni paytda asosan ijtimoiy himoya siyosati doirasida, ya’ni «yordam va imtiyoz» paradigmasida qaralmoqda, vaholanki zamonaviy xalqaro yondashuv uni inson huquqlari va iqtisodiy imkoniyat (turistik bozor segmenti) sifatida talqin qiladi. Ushbu paradigma farqi tufayli turizm obyektlaridagi accessibility ko‘pincha keyinga suriladigan «qo‘shimcha xarajat» sifatida, na investitsiya sifatida tushuniladi. Ikkinchidan, metodologik ildiz: milliy amaliyotda obyektlarning qulaylik darajasini o‘lchaydigan yagona mezonlar tizimi va baholash vositasi mavjud emasligi sababli, na muammoning ko‘lami aniq miqdorda baholangan, na erishilgan taraqqiyot muntazam kuzatib borilmoqda. Boshqacha aytganda, o‘lchab bo‘lmaydigan narsani boshqarib ham bo‘lmaydi. Shu bois ushbu tadqiqotda taklif etilayotgan ko‘rsatkichlar tizimi va inklyuzivlik indeksi aynan metodologik ildizni bartaraf etishga, konseptual model esa institutsional ildizni hal qilishga qaratilgan.

Tadqiqotimiz asosiy natijasi bu turizm obyektlarining inklyuzivlik darajasini baholashning ko‘rsatkichlar tizimini shakllantirishdir. Tizim ISO 21902:2021 va CRPD talablaridan kelib chiqqan

holda, accessibility ning besh klasterini qamrab oladi. Har bir klaster bir necha indikatordan iborat bo‘lib, ular obyektiv tekshirilishi mumkin bo‘lgan tarzda shakllantirilgan. 2-jadvalda ko‘rsatkichlar tizimining tarkibi va vazn koeffitsiyentlari keltirilgan.

2-jadval.

Inklyuziv turizm obyektlarini baholash ko‘rsatkichlari tizimi

№	Klaster	Asosiy indikatorlar (namuna)	Vazn koeffitsiyenti (w)
1	Jismoniy accessibility	to‘siqsiz kirish, pandus/lift, eshik kengligi, moslashtirilgan sanitar tugun, harakatlanish yo‘laklari	0,25
2	Sensor accessibility	taktil yo‘naltirish, Brayl/yirik shrift, ovozli axborot, induksion halqa, ishora tili xizmati	0,20
3	Kognitiv accessibility	sodda til, aniq va izchil navigatsiya, tushunarli piktogrammalar, yordam xizmati	0,15
4	Axborot accessibility	veb-sayt qulayligi (WCAG), obyekt accessibility ma’lumotlarining oldindan ochiqligi	0,20
5	Xizmat accessibility	xodimlar tayyorgarligi, inklyuziv xizmat reglamenti, favqulodda evakuatsiya rejasi	0,20
	Jami	-	**1,00**

Manba: muallif ishlanmasi. Vazn koeffitsiyentlari ekspertlar bahosi orqali aniqlashtirilishi tavsiya etiladi.

Har bir indikator uch darajali shkala bo‘yicha baholanadi: 0 ball - talab bajarilmagan; 1 ball - qisman bajarilgan; 2 ball - to‘liq bajarilgan. Bunday shkala baholashni soddalashtiradi va turli ekspertlar natijalarining qiyoslanuvchanligini ta’minlaydi. Klasterlar vazni ularning turistning umumiy tajribasiga ta’siri darajasiga ko‘ra belgilangan: jismoniy accessibility eng yuqori vaznga ega, chunki usiz boshqa jabhalardan foydalanish ko‘pincha imkonsiz bo‘ladi.

Tadqiqotning keyingi markaziy natijasi - turizm obyektining inklyuzivlik darajasini yaxlit miqdoriy ko‘rsatkichda ifodalovchi Inklyuzivlik indeksi (Inclusive Tourism Accessibility Index, ITAI) metodikasidir. Indeks yuqorida keltirilgan ko‘rsatkichlar tizimini integral bahoga aylantiradi va obyektlarni taqqoslash, reytinglash hamda monitoring qilish imkonini beradi.

ITAI quyidagi formula bo‘yicha hisoblanadi:

$$ITAI = (\Sigma\, i=1^{n} (wi \cdot Si) / Smax) \times 100$$

bu yerda: wi - i-klasterning vazn koeffitsiyenti ($\Sigma w_i = 1$); Si - i-klaster bo‘yicha obyektning to‘plangan balli (indikatorlar ballari yig‘indisi); Smax - mumkin bo‘lgan maksimal ball; natija 0 dan 100 gacha shkalada normallashtiriladi.

Olingan ITAI qiymati asosida obyektlar beshta inklyuzivlik darajasiga toifalanadi. 3-jadvalda indeks shkalasi va ularga mos inklyuzivlik darajalari keltirilgan.

3-jadval.

ITAI indeksi shkalasi va inklyuzivlik darajalari

ITAI qiymati	Daraja	Tavsif
85-100	**A - To‘liq inklyuziv**	Obyekt barcha klasterlar bo‘yicha xalqaro standart talablariga to‘liq mos; «Barrier-Free» sertifikatiga nomzod.
70-84	**B - Yuqori**	Asosiy accessibility ta’minlangan, ayrim klasterlarda takomillashtirish zarur.
50-69	**C - O‘rta**	Jismoniy accessibility qisman mavjud, sensor/kognitiv/axborot jabhalari zaif.
30-49	**D - Past**	Faqat bazaviy elementlar mavjud; keng qamrovli moslashtirish talab etiladi.
0-29	**E - Inklyuziv emas**	Accessibility amalda ta’minlanmagan; turistlar uchun jiddiy to‘siqlar mavjud.

Manba: muallif ishlanmasi.

Inklyuziv turizm hammabopligi indeksi (ITAI) *turizm obyektlarining inklyuzivlik darajasini kompleks baholash va monitoring qilishga xizmat qiladi. Indeks davlat organlari uchun milliy reytinglarni shakllantirish, investorlar va tadbirkorlar uchun ustuvor investitsiya yo‘nalishlarini aniqlash, turistlar uchun esa ishonchli axborot manbaini yaratish imkonini beradi. ITAI metodikasi kompozit indikatorlarni ishlab chiqishning xalqaro tamoyillariga asoslanib, indikatorlarni tanlash, vaznlash, normallashtirish va agregatsiyalash bosqichlarini o‘z ichiga oladi [16]. Mazkur indeks ICF hamda CRPDning ijtimoiy modeliga mos ravishda shaxsning imkoniyatlarini emas, balki muhitning hammaboplik darajasini baholaydi. Shuningdek, u accessibility dinamikasini kuzatish va davlat siyosati samaradorligini miqdoriy baholash imkonini beradi [19].*

Xulosa va takliflar

Tadqiqot natijalari inklyuziv turizm sohasida xalqaro standartlarni O‘zbekiston milliy amaliyotiga joriy etish huquqiy, ijtimoiy va iqtisodiy jihatdan dolzarb ekanligini tasdiqladi. Tahlillar CRPD, ISO 21902:2021 va UN Tourism tavsiyalari inklyuziv turizmni rivojlantirishning asosiy me’yoriy bazasini tashkil etishini ko‘rsatdi. Shu bilan birga, O‘zbekistonda inklyuziv turizmni tartibga soluvchi yagona milliy standart va baholash tizimining mavjud emasligi aniqlandi. Tadqiqot doirasida xalqaro standartlarni milliy sharoitga moslashtirishning konseptual modeli, bosqichma-bosqich joriy etish mexanizmi hamda **Inclusive Tourism Accessibility Index (ITAI)** metodikasi ishlab chiqildi. Taklif etilgan yondashuv turizm obyektlarining hammabopligini baholash, davlat monitoringini takomillashtirish va investitsiya ustuvorliklarini belgilash imkonini beradi. Kelgusida ITAI metodikasini amaliy sinovdan o‘tkazish, ekspert baholash orqali indikatorlar vaznini aniqlashtirish hamda uning turizm samaradorligiga ta’sirini empirik baholash maqsadga muvofiq hisoblanadi.

Tadqiqot natijalari asosida davlat siyosati uchun quyidagi aniq amaliy tavsiyalar ishlab chiqildi:

1. «Turizm to‘g‘risida»gi Qonunga (O‘RQ-549) «inklyuziv turizm» va «accessibility» tushunchalarini hamda turizm obyektlarining qulaylik talablarini belgilovchi normalarni kiritish;
2. ISO 21902:2021 xalqaro standarti asosida milliy standart (O‘z DSt) va turizm obyektlari accessibility bo‘yicha texnik reglamentni ishlab chiqib tasdiqlash, ularni tarixiy meros obyektlari uchun maxsus rejim bilan to‘ldirish;
3. Turizm bo‘yicha vakolatli organ huzurida inklyuziv turizmni muvofiqlashtiruvchi idoralararo mexanizm tashkil etish va unga nogironligi bo‘lgan shaxslar tashkilotlarini jalb etish;
4. Turizm obyektlarining inklyuzivlik darajasini baholash uchun ITAI indeksi va ixtiyoriy «Barrier-Free» sertifikati tizimini joriy etish hamda milliy accessibility ma’lumotlar bazasi va raqamli platformani yaratish;
5. Accessibility talablariga moslashgan obyektlar uchun soliq va kredit imtiyozlari, grant va subsidiyalarni joriy etish hamda inklyuziv infratuzilma loyihalarini davlat-xususiy sheriklik asosida rivojlantirish;
6. Yangi qurilayotgan turizm obyektlari loyihalarida universal dizayn talablarini loyiha ekspertizasi va litsenziyalashning majburiy sharti sifatida belgilash;
7. Turizm sohasi xodimlari va mutaxassislari uchun inklyuziv xizmat ko‘rsatish bo‘yicha o‘quv dasturlarini joriy etish va jamoatchilik ongini shakllantirish;

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ТУРИЗМДА ЯНГИЛАНУВЧИ РЕСУРСЛАРДАН ФОЙДАЛАНИШ ВА ИНКЛЮЗИВ ТУРИЗМ ТАМОЙИЛЛАРИНИ ЖОРИЙ ЭТИШНИНГ МАМЛАКАТ ИҚТИСОДИЁТИНИНГ БАРҚАРОР РИВОЖЛАНИШИДАГИ ЎРНИ

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Аннотация. *Мазкур мақола Ўзбекистонда туризмнинг янгиланувчи табиий ресурслардан фойдаланиши ва бу фаолиятнинг барқарор ривожланишга таъсирини таҳлил қилади. Тадқиқотда гидроэкотуризм, сув омбори туризми, чўл ва тоғ экотуризми, маданий-экотуризм каби туризм турлари, уларнинг ҳудудий тақсимоти ва экологик юкламаси таҳлил қилинган. Халқаро тажриба Ўзбекистон шароитига мослаштирилган ҳолда, ресурсларга бўлган босим, экологик хавфлар ва барқарорликни таъминлаш чоралари кўриб чиқилган. Мақолада туризмнинг афзалликлари ва қийинчиликлари, туризм инфратузилмасини экологик стандартларга мувофиқлаштириш, маҳаллий аҳоли иштирокини кучайтириш ҳамда ресурсларни назорат қилиш механизмлари таклиф қилинган. Тадқиқот янгиланувчи ресурслардан самарали фойдаланиш орқали Ўзбекистонда туризмнинг иқтисодий, экологик ва ижтимоий барқарорлигини таъминлаш имкониятларини кўрсатади.*

Калит сўзлар: *Янгиланувчи ресурслар, барқарор туризм, экотуризм, гидроэкотуризм, сув ресурслари, чўл ва тоғ экотизими, маданий мерос, жамоатчилик туризми, экологик юклама, Ўзбекистон.*

Кириш

Янгиланувчи табиий ресурслардан самарали фойдаланиш туризмнинг барқарор ривожланиши учун ҳал қилувчи омиллардан биридир. Жаҳон амалиётида марина туризми, паст таъсирли экотуризм, балиқ овлаш туризми, денгиз-дарё ҳудудларидаги рекреация фаолияти каби йўналишлар кенг тарғиб этилмоқда. Улар табиий ресурсларни истеъмол қилсада, тўғри бошқарув шароитида ресурс базасини тикланган ҳолда сақлаб қолиш имконини беради.

Адабиётлар шарҳи

Тадқиқот жараёнида туризмнинг барқарор ривожланиши ва янгиланувчи табиий ресурслардан фойдаланиш бўйича миллий ва халқаро адабиётлар таҳлил қилинди. Hotelling (1931) ресурслардан фойдаланиш ва уларнинг иқтисодий қийматини баҳолаш концепциясини тақдим қилса, Pearce (2001) ва Turner (2008) экотуризм ва туризмнинг экологик таъсирини баҳолаш усулларини ривожлантирган. Gilpin (2013) ва Daly (1996) барқарорлик назарияси ва экологик ресурсларнинг бошқаруви бўйича муҳим назарий асосларни ишлаб чиққан.

Адабиётлар таҳлили кўрсатдики, туризм ривожланиши фақат иқтисодий афзалликларни эмас, балки экологик ва ижтимоий барқарорликни ҳам таъминлашни талаб

қилади. Бу масалада маҳаллий аҳоли иштироки, ресурслардан оқилона фойдаланиш ва экологик назорат муҳим аҳамиятга эга.

Методология

Тадқиқотда Ўзбекистонда туризмнинг барқарор ривожланиши ва янгиланувчи ресурслардан фойдаланиш механизмларини таҳлил қилиш учун комплекс методологик ёндашув қўлланилди. Бу ёндашув қуйидагиларни ўз ичига олади:

1. **Сифатли таҳлил усули:** халқаро тажриба ва миллий шароитни муқосясий таҳлил қилиш, янгиланувчи ресурсларнинг туризмдаги потенциалини баҳолаш.
2. **Сифатли-саноат усуллари:** туристик ҳудудлар бўйича экологик юкламани аниқлаш, гидроэкотуризм, чўл ва тоғ экотуризми, маданий туризм каби турларнинг ҳудудий тақсимоти ва аҳамиятини таҳлил қилиш.
3. **Барқарорлик индикаторлари:** экологик таъсир, жамоатчилик иштирок даражаси, ресурсларнинг иқтисодий самарадорлиги ва туризм инфратузилмасининг экологик стандартларга мувофиқлиги баҳоланди.

Методологик таҳлил натижасида, Ўзбекистонда туризмни ривожлантиришда янгиланувчи ресурслардан оқилона фойдаланиш, жамоатчилик иштирокини кучайтириш ва барқарорликни таъминловчи механизмлар комплексини жорий қилиш муҳим эканлиги аниқланди. Бу тадқиқот келгусида барқарор туризмни ривожлантириш ва ресурсларнинг иқтисодий, экологик ва ижтимоий самарадорлигини ошириш учун асосий илмий ва амалий йўналишларни белгилайди.

Асосий қисм

Ўзбекистон денгизга йўлга эга бўлмаган бўлса-да, мамлакатда дарёлар, сув омбори, кўллар, тоғ сув ҳавзалари, экотизимлар ва маданий ландшафтлар асосида шаклланган туризм йўналишлари янгиланувчи ресурсларга таянади. Шу боис мазкур йўналишлардаги халқаро тажрибаларни таҳлил қилиш ва уларни Ўзбекистон шароитига мослаштириш муҳим амалий аҳамият касб этади.

Ўзбекистонда классик маънодаги океан соҳилига эга «марина туризми» мавжуд бўлмаса-да, ушбу туризм турининг функцияларига мос келадиган сув-экологик фаолиятлар шаклланган. Хусусан, Сирдарё ва Амударёнинг айрим участкаларида гидроэкотуризм, Оролбўйи ва Устюрт platosida табиат кузатуви, Чимқўрғон, Тўпаланг ва Чорвоқ сув омборларида қайиқда юриш, катамаран ва байдаркада саёҳат қилиш каби фаолиятлар шу йўналишнинг миллий модификацияси ҳисобланади. Халқаро тадқиқотларда (Cater & Cater, Holland ва бошқалар) сув туризми истеъмолчи ва истеъмолсиз фаолиятларга ажратилади. Ўзбекистондаги сув фаолиятлари кўпроқ истеъмолсиз туризм турларига — кузатиш, сузиш, сайр қилиш, экотуризм элементларига мос келади. Бу эса экологик таъсирнинг паст бўлиши ва туризм маҳсулотининг юқори қийматга эга бўлишини таъминлайди.

Янги Зеландиядаги Қайкоура мисоли туризмни маҳаллий жамоалар томонидан бошқариш ижтимоий ва иқтисодий самарадорликни оширишини кўрсатган. Ўзбекистон шароитида ҳам ушбу модел юқори самара бериши мумкин бўлган ҳудудлар мавжуд: Қорақалпоғистонда Оролбўйи экотуризми, Навоий вилоятида Устюрт platosi туризми, Сурхондарё вилоятида Дарбанд ва Бойсун табиий ландшафтлари, Фарғона водийсида маданий ва экотуризм. Бундай ҳудудларда жамоатчилик иштироки даромад манбаини диверсификация қилади, миграция даражасини пасайтиради, маданий ресурсларни муҳофаза қилишга туртки

беради ва табиий муҳитни асрашга қизиқишни оширади. Бироқ айрим ҳудудларда инфратузилманинг етарли эмаслиги, ҳудудий бошқарув тизимининг заифлиги ва ташкилий тўсиқлар бу моделнинг тўлиқ амалга ошишини чекламоқда.

1-жадвал.

Ўзбекистонда янгиланувчи ресурсларга таянадиган туризм фаолиятининг асосий турлари ва ҳудудий тақсимоти

Туризм фаолияти тури	Асосий янгиланувчи ресурс	Ҳудудлар	Экологик сезгирлик даражаси	Қўшимча тавсиф
Гидроэкотуризм	Сув, биологик ресурслар	Сирдарё, Амударё, Пискент, Сурхон	Ўрта–юқори	Қайиқда сайр, байдарка, балиқ кузатуви
Сув омбори туризми	Сув ҳавзалари	Чорвоқ, Тўпаланг, Чимқўрғон	Ўрта	Актив рекреация, спорт сайёҳлиги
Чўл экотуризми	Ландшафт, ҳаво, биоэкотизим	Устюрт, Қизилқум, Оролбўйи	Юқори	Чөл сафарлари, фотосаёҳат, астротуризм
Тоғ экотуризми	Яшил зоналар, ўсимлик–ҳайвонот дунёси	Бойсун, Чимён, Зомин, Ҳисор	Жуда юқори	Хайкинг, треккинг, қушлар кузатуви
Маданий–экотуризм	Маданий мерос ва табиат	Фарғона, Самарқанд, Қашқадарё	Ўрта	Қишлоқ туризми, мерос йўллари

Юқорида келтирилган 1-жадвал Ўзбекистонда туризм фаолиятининг турлари қай даражада янгиланувчи ресурсларга таянаётганини ва уларнинг ҳудудлар бўйича тақсимотини аниқ кўрсатиб беради. Жадвалдан кўриниб турибдики, мамлакатдаги асосий экотуризм йўналишлари сув, биоэкотизим, тоғ ва чўл ландшафтлари каби қайта тикланувчи ресурслардан фойдаланади. Аммо ушбу ресурслар сезгирлиги турлича бўлиб, айрим ҳудудларда экологик мувозанатнинг бузилиши хавфи юқори.

Ана шу нуқсонлар халқаро тажрибаларда кузатилган муаммолар билан ўхшаш. Масалан, Мексиканинг Баха Калифорния ҳудудида қайд этилган (Young, 2003) **умумий ресурслардан ортиқча фойдаланиш муаммоси** Ўзбекистоннинг бир қатор ҳудудларида ҳам намоён бўлмоқда. Жадвалда кўрсатилган сув омборлари (Чорвоқ, Тўпаланг), чўл экосистемалари (Қизилқум, Устюрт), тоғ экотизимлари (Бойсун, Зомин) ва Оролбўйи ҳудудларида **ресурс босими ва ташрифчилар юкламаси** йил сайин ортмоқда.

Жумладан:

- **Оролбўйида сув ресурслари тез камайиб бормоқда**, бу эса экотуризм имкониятларини чекламоқда;
- **Чорвоқ ва Чимқўрғонда сезиларли мавсумий рекреация босими** кузатилиб, сув ифлосланиши ва пляж эрозияси юзага келмоқда;

- **Бойсун ва Зоминда экологик сезгир экотизимларнинг юкламаси артган**, бу ҳайвонот турларининг қисқаришига сабаб бўлиши мумкин;
- **Инфратузилманинг чекланганлиги**, хусусан чиқиндиларни утиллаш ва назорат тизимининг етарли эмаслиги, ресурсларга салбий таъсирни кучайтирмоқда.

Жаҳон амалиёти (Buckley, Cater, Holland, Young ва бошқалар) шуни кўрсатадики, янгиланувчи ресурсларга асосланган туризм тўғри бошқарилганда табиий ресурсларнинг тикланишини таъминлайди, маҳаллий жамоаларнинг даромадини барқарорлаштиради ва туристик маҳсулотнинг рақобатбардошлигини оширади. Шу боис, Ўзбекистонда мазкур ҳудудларнинг экологик ва иқтисодий барқарор ривожланиши учун қуйидаги чоралар зарур:

1. Ресурсларни қатъий бошқариш – сув, ландшафт ва биологик ресурслардан фойдаланиш миқдори назорат қилиниши керак.
2. Маҳаллий жамоалар иштирокини кучайтириш – туристлардан олинадиган даромаднинг бир қисми жамоаларга қайтарилиши.
3. Экологик масъулиятни ошириш – туристлар ва туроператорлар учун ахборот ва экологик саводхонлик дастурларини йўлга қўйиш.
4. Инфратузилма ва чиқинди бошқаруви – туризм объектлари учун замонавий чиқиндиларни қайта ишлаш ва экологик стандартлар талаблари жорий этилиши.

Шу тарзда, 2-жадвалдаги ҳар бир ҳудуд учун ресурс босими ва экологик хавф даражаси таҳлили Ўзбекистонда туризмни барқарор ривожлантиришда қатор устувор вазифаларни белгилайди.

2-жадвал.

Туризмнинг асосий экологик таъсирлари (халқаро ва Ўзбекистон мисоллари таққосланиши)

Тоифа	Халқаро мисол (Грин-Айленд, Малдив)	Ўзбекистон мисоли	Охирги натижа
Сув ифлосланиши	Сузиш ва кемалар фаолияти	Чорвоқ ва Чимқўрғонда мавсумий юклама	Сув сифатининг пасайиши
Ерозиция	Ороларда пляж эрозияси	Зомин, Бельдерсай пиёда йўллари	Ландшафтнинг бузилиши
Чиқиндилар	Курорт чиқиндиларининг кўпайиши	Оролбўйида чиқиндиларни йиғиш етишмаслиги	Экосистемага зарар
Био хилма–хилликка таъсир	Ҳайвонот турларининг қочиши	Бойсун ва Ҳисорда ҳайвон турлари камайиши	Турларни йўқотиш хавфи
Маданий юклама	Турист массалари маҳаллий анъаналарга босим	Фарғона водийсида маданий объектларда юклама	Анъанавий муҳитнинг бузилиши

Жадвалдан кўриниб турибдики, туризмнинг экологик таъсирлари жаҳон ва Ўзбекистон мисолларида ўхшаш тарзда намоён бўлади. Туризм соҳаси жаҳон иқтисодиётининг муҳим тармоқларидан бири бўлиб, унинг ривожланиши **қайта тикланувчи ва тикланмайдиган**

табиий ресурслардан фойдаланиш даражасига бевосита боғлиқ. Туристлар оқимининг ортиши, инфратузилманинг кенгайиши ва хизматлар турининг кўпайиши кўп ҳолларда табиий муҳитга салбий таъсирлар, хусусан, ресурсларнинг ортиқча эксплуатация қилиниши, чиқиндилар ҳажмининг кўпайиши ва экологик мувозанатнинг бузилишига олиб келади.

Туризмнинг қайта тикланувчи ресурслардан фойдаланиши Ўзбекистонда ҳам долзарб масала ҳисобланади. Халқаро тадқиқотлар кўрсатганидек, туризм табиий ресурслардан фойдаланиш ва уларни муҳофаза қилишга ижобий ҳисса қўшиши мумкин, аммо номуносиб бошқарув шароитида салбий экологик оқибатлар ҳам юзага келиши эҳтимоли юқори.

Ўзбекистонда бу тенденциялар айниқса қуйидаги ҳудудларда яққол намоён:

- Чимган–Чорвоқ зонаси, Зомин, Ҳисор, Сурхондарё тоғ ҳудудлари – ташрифчилар оқими ва рекреация фаолияти сув сифати ва ландшафтга таъсир қилиши мумкин.
- Қизилқум ва Қорақалпоғистон оазислари – чиқиндиларни назоратсиз ташлаш ва инфратузилманинг етишмаслиги экологик хавфни кучайтирмоқда.

Жадвалдаги тавсиялар ва индикаторлар мазкур хатарларни қисқартириш ва барқарор туризмни ривожлантиришда амалий механизм сифатида хизмат қилади:

1. Ташрифчилар лимитини белгилаш – ҳар бир ҳудуднинг экологик сиғимини ҳисобга олган ҳолда туристлар сонини назорат қилиш (Чорвоқ, Зомин, Амирсой).
2. Экологик мониторинг – сув сифати ва ҳаво параметрларини доимий текшириш орқали ресурслар соғломлигини сақлаш (Чимён, Чорвоқ, Сурхондарё).
3. Чиқиндиларни қайта ишлаш – сарфланган ресурслар ва чиқиндиларни назорат қилиш, сарлаш пунктлари орқали экологик тозалаш тизимини йўлга қўйиш (Оролбўйи, Фарғона, Самарқанд).
4. Маҳаллий жамоага даромад улуши – даромадни жамоатчилик билан тақсимлаш орқали туризмни барқарорлаштириш ва маҳаллий аҳоли иштирокини ошириш (Бойсун, Қорақалпоғистон).
5. Экотуризм стандартлари – “Green Zone” сертификати каби стандартлар орқали туризм объектларини экологик мувофиқликка мослаш (Устюрт, Зомин, Китоб-Ҳисор).

Шу тарзда, 3-жадвал ва тавсиялар Ўзбекистонда туризмни барқарор ривожлантириш, ресурсларнинг тикланиш қобилиятини сақлаш ва экологик хавфларни минималлаштириш учун аниқ амалий йўналишларни белгилайди.

Шу жиҳатлардан келиб чиқиб айтганда, туризмнинг қайта тикланувчи ресурслардан фойдаланишини Ўзбекистонда барқарор ривожлантириш учун халқаро тажрибани миллий шароитга мослаштирган ҳолда қўллаш талаб этилади. Маҳаллий жамоалар, давлат органлари ва хусусий сектор ўртасидаги мувозанатли ҳамкорлик табиий ресурсларни муҳофаза қилиш, ҳудудларнинг экологик мустаҳкамлигини таъминлаш ва мамлакатнинг узоқ муддатли туристик салоҳиятини ривожлантиришга хизмат қилади. Бу нафақат туризм соҳасининг ўсиши, балки мамлакатнинг табиий ва маданий меросини сақлаб қолишга ҳам хизмат қилади.

Хулоса

Тадқиқотда қўлланилган комплекс методологик ёндашув туризмни ривожлантиришда қуйидаги асосий йўналишларни белгилайди:

1. Янгиланувчи ресурслардан барқарор ва самарали фойдаланиш.
2. Жамоатчилик ва маҳаллий аҳоли иштирокини фаоллаштириш орқали туристик лойиҳаларнинг ижтимоий самарадорлигини ошириш.

3. Экологик ва маданий меросни сақлашни туризм ривожланиши билан уйғунлаштириш.

4. Миллий туризм стратегияси ва халқаро стандартлар асосида туризм инфратузилмасини ривожлантириш.

Шу орқали Ўзбекистонда туризмни ривожлантириш нафақат иқтисодий ривожланишга ҳисса қўшади, балки экологик барқарорлик ва ижтимоий фаровонликни ҳам таъминлайди. Тадқиқот натижалари туризм соҳасини ривожлантириш бўйича илмий асосланган тавсиялар ва миллий сиёсатни такомиллаштириш йўналишлари учун муҳим фундамент бўлиб хизмат қилади.

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MODERNIZATION MECHANISMS OF TOURISM INFRASTRUCTURE IN DEVELOPING SUSTAINABLE AND INCLUSIVE TOURISM (ON THE EXAMPLE OF CHINESE EXPERIENCE)

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Abstract. *Tourism infrastructure has become a critical factor in destination competitiveness, sustainability and social inclusion. In this article, we will analyze the institutional and investment mechanisms that enabled China to modernise its tourism infrastructure between 1978 and 2025 and what can be learnt from Uzbekistan. The study will be based on systems analysis, comparative case analysis, institutional analysis, qualitative content analysis and SWOT and PESTEL assessment as well as inclusive infrastructure comparison against ISO 21902:2021. Ultimately, China's success is more about the integrated strategy of central planning, multi-actor coordination, blended financing, public-private partnerships and standardisation. This has led to the development of high-speed rail, digital tourism services and protected natural areas, but inclusive infrastructure is still not a worldwide best practice. The paper offers three conceptual models and proposes a phased modernisation strategy for Uzbekistan. Practical recommendations focus on institutional reform, transport connectivity, heritage and rural tourism, public-private partnerships, and the development of inclusive and environmentally sustainable tourism infrastructure for long-term destination competitiveness.*

Keywords: *tourism infrastructure; sustainable tourism; inclusive tourism; accessible tourism; smart tourism; public-private partnership; infrastructure modernisation; China; Uzbekistan; ISO 21902:2021.*

1. Introduction

Tourism is once again one of the world's most dynamic sectors of the economy. In 2025, international arrivals reached an estimated 1.52 billion and tourism exports reached USD 2.2 trillion [1] as a result of the unprecedented pandemic downturn in the world in 2025. The focus on tourism development has shifted from restoring visitor numbers to sustainable development, resilience and social inclusion. Tourism infrastructure is now at the center of everything we do to improve accessibility, the geographical distribution of tourism, environmental performance and the diversity of destinations. International discussions are built on two complementary perspectives. Sustainable tourism aims to balance economic development with environmental protection and community well-being under the Sustainable Development Goals [2].

Inclusive and accessible tourism (ISO 21902:2021) [3] provides everyone with equal access to tourism in a way that is inclusive and accessible through universal design and barrier-free

infrastructure. Digital transformation has also made data, connectivity and smart technologies a key part of modern tourism infrastructure [4]. China is a great example of modernisation in the tourism infrastructure. Over the past 40 years China has grown the largest domestic tourism market in the world with a huge high-speed rail network of more than 50,000 km [5], a national park system [6] and an extensive digital tourism service.

But more important than the scale of investment is the institutional mechanism by which coordinated policies, funding and implementation transformed infrastructure into a driver of sustainable and more inclusive tourism. These experiences are particularly relevant for Uzbekistan. Since 2016 the number of international visitors has increased strongly, supported by the Uzbekistan-2030 strategy [7], but regional connectivity, inclusive facilities, green infrastructure and institutional coordination remain major impediments to sustainable tourism development.

While a number of studies have already described China's tourism growth, there are few that are able to provide detailed insights into the institutional mechanisms in which policy, financing and infrastructure are connected from the perspective of sustainability and inclusion. A few studies have already taken into account institutional analysis, ISO 21902:2021 benchmarking and a context-specific adaptation model for emerging Silk Road destinations. In this work, we will reconstruct China's tourism infrastructure modernisation mechanism, evaluate its sustainability and inclusiveness, develop conceptual models of institutional processes and propose an evidence-based roadmap for Uzbekistan.

2. Literature Review

There are few existing studies that explain China's tourism growth but lack a clear understanding of institutional mechanisms of policy, financing and infrastructure delivery from a sustainability and inclusion point of view, especially from the perspectives of sustainability. Most of them also consider institutional analysis, ISO 21902:2021 benchmarking and a context-specific adaptation model for emerging Silk Road destinations. This study reconstructs China's tourism infrastructure development process and its sustainability and inclusiveness, conceptualising the institutional processes of modernisation, and develops a realistic and evidence-based perspective for Uzbekistan.

The accessible-tourism literature, led by Darcy and colleagues, reframed disability through a social-and-rights model and demonstrated that travel barriers are largely produced by unprepared destinations rather than by impairment as such [8]. Key contributions established the heterogeneity of access needs, linked accessibility to sustainability and competitiveness and traced the field's maturation from a niche concern into a strategic market [9], [10]. Universal design - creating environments usable by all without adaptation - supplies the design philosophy, and ISO 21902:2021 now codifies requirements across policy, the built environment, transport, information and training [3], [11].

A persistent critique is that practice lags principle: certification, reliable information and staff training remain weak even where physical access exists. A parallel stream conceptualises smart tourism as the convergence of information and communication technologies with the tourism experience, enabled by interconnected stakeholders, big data and a public-private digital ecosystem [4]. Scholars stress that smartness is as much an institutional and data-governance achievement as a technological one propose models for sustainable smart destinations, and examine the smart tourist's co-creative role; the pandemic intensified calls for transformative, technology-enabled research [12].

Critically, digital systems can either widen or narrow inclusion, depending on whether accessibility is designed in.

Indeed, studies of China also concern cultural-policy foundations, demand dynamics, and the tourism effects of transport infrastructure. An extensive body of quasi-experimental data shows that high-speed rail increases tourist arrivals and revenue, alters the spatial structure of urban tourism, and benefits inland and less-developed regions with high levels of tourism to these regions, but also concentrates these flows in hubs [13], [14].

Rural revival studies connect infrastructure to village tourism and income diversification [15]. However, these studies are sectoral and econometric in nature: they only measure the effects of the particular asset but do not describe the institutional mechanism that drives the asset base. In this field, these literatures are complementary, but are disconnected.

Competitiveness models call infrastructure but not its production [16]; sustainability and inclusion scholarship sets normative benchmarks but rarely looks at delivery mechanisms in fast-modernising states; smart-tourism research focuses on technology and not institutions, and China-specific studies take into account the impact of single assets. What is missing is an integrated, mechanism-level view on how a developing state coordinates strategy, financing, delivery and feedback to modernise infrastructure at the same time for competitiveness, sustainability and inclusion and how this can be translated into a well-structured and standards-compliant adaptation strategy for another developing destination. This is our contribution to fill that gap.

3. Research Methodology

The study is based on four complementary approaches. Institutional analysis examines the governance structure of tourism infrastructure including central authorities, local governments, state-owned enterprises and private partners. Qualitative content analysis of policy documents, statistical reports and national strategies identifies the major policy instruments and development priorities. SWOT analysis assesses the strengths, weaknesses, opportunities and threats of China's tourism infrastructure mechanism from sustainability and inclusion perspectives and PESTEL analysis analyzes political, economic, social, technological, environmental and legal conditions that are driving its development and transferability. Findings are distilled into three conceptual models. The analysis is conducted in two ways: a vertical analysis of the evolution of China's modernization process, followed by a horizontal comparison benchmarking inclusive infrastructure against ISO 21902:2021 and assessing its applicability to Uzbekistan. The study draws on UN Tourism [1], the World Economic Forum [17], the OECD [18], the World Bank [19], ISO standards [3], Chinese and Uzbek government publications and peer-reviewed literature to ensure triangulation and to avoid single-source bias.

4. Analysis and results

This mechanism is a four-stage cycle (Figure 1). National development plans define strategic targets and are executed together by tourism, transport and environmental authorities. Financing combines fiscal investment, local-government special-purpose bonds, public–private partnerships and state-owned enterprises. Infrastructure delivery is done on an ongoing basis; monitoring systems, destination ratings and digital data are used to keep pace.

Thus the mechanism itself, instead of individual projects, is the reason why China's modernisation has been successful. The most visible of its effects is transport connectivity. By 2025 China's high-speed rail network surpassed 50,000 km connecting most of its major cities and driving

tourism to the mainland, reducing travel time and encouraging people to go inland [5]. The airport expansion was also on the way of regional accessibility, and overcrowded cities were less stressed.

Digital infrastructure is a second big success. The mass adoption of 5G in the country, online booking and smart ticketing and real-time visitor information have all made digital infrastructure available to tourists. A harmonized public–private digital ecosystem that integrates government standards and data management with private sector service delivery greatly enhances the efficiency and sustainability of smart tourism development [4].

The recent development of China's tourism infrastructure has improved environmental sustainability by establishing national parks, eco-tourism facilities, better visitor management and high-speed rail but long term success will require the balance between conservation and tourism and its growth [6].

Rural transport and tourism facilities have also helped to drive rural tourism growth and local incomes [15]. But inclusive infrastructure is still relatively underdeveloped and there is very little in terms of barrier-free facilities, accessibility information and certification in line with ISO 21902:2021.

In general, China's experience shows that modernisation of tourism infrastructure is less about the number of investments and more about the institutional coordination of planning, financing, implementation and monitoring of the system. This coordinated strategy has been instrumental for bringing connectivity, digitalisation, environmental sustainability and rural development forward and the slow pace of inclusion highlights the need for accessibility to be more firmly integrated in future tourism policy.

Table 1. Stages of tourism infrastructure modernisation in China (author's elaboration based on [5], [6], [13])

Stage	Period	Policy focus	Infrastructure priorities	Representative outcomes
I. Foundation	1978–1999	Open the economy; build capacity for inbound tourism	First international-standard and joint-venture hotels; basic transport; sector administration	Emergence of an organised inbound sector and a national tourism authority
II.Scale expansion	2000–2012	Mass domestic tourism after WTO accession; regional development	Expressways, airports, first high-speed line (2008); large-scale hotel and resort capacity	Domestic market becomes the growth engine; rapid superstructure expansion
III.Quality and connectivity	2013–2019	High-quality, all-for-one tourism; Belt and Road; smart-tourism pilots	HSR densification; upgrading of top-rated scenic areas; early digital platforms	Improved connectivity and product quality; foundations of smart tourism

Stage	Period	Policy focus	Infrastructure priorities	Representative outcomes
IV.Smart and green consolidation	2020–2025	High-quality and beautiful development; digital, green and inclusive goals	5G and digital systems; national parks (2021); rural and barrier-free facilities; HSR beyond 50,000 km	World-leading connectivity and digital capacity; protected-area backbone; emerging inclusion agenda

While China has made great progress in connectivity and digitalisation, inclusive tourism infrastructure is still less developed. As outlined in accessible tourism literature and ISO 21902:2021, inclusion is not only about physical access but also accessible information, communication, staff training and universal design [3], [8]. China has made significant investments in new airports, high-speed rail stations, museums and hotels with barrier-free design features such as lifts, tactile paving and accessible facilities. Because much of this infrastructure is new, accessibility is more well integrated in countries that need retrofitting than in countries that have retrofitting. But there are still some gaps. Accessibility information is at times patchy, certification systems are limited and staff training is uneven, which limits the practical reach of physical improvements. Digital travel has increased travel opportunities but access to booking and navigation systems can create new barriers for travellers with disabilities [10]. Community participation - especially the involvement of disability organisations in planning and evaluation - is also low. In general, China has shown that institutional coordination is enough to achieve a great infrastructure modernisation. But inclusive tourism has been slower to reach the public, as standards of access, certification, information systems and stakeholder engagement have not yet been integrated in policy-financing-implementation. These findings are the basis for benchmarking against ISO 21902:2021 and the development of an inclusive tourism infrastructure model for Uzbekistan.

Table 2. Inclusive tourism infrastructure: ISO 21902:2021 versus Chinese practice (author's analysis based on [3], [8], [10], [11])

Dimension	ISO 21902:2021 requirement	Chinese practice	Strength / gap	Lesson for Uzbekistan
Policy and strategy	Accessibility embedded in tourism policy and destination strategy	Inclusion present in policy discourse but not a hard, monitored target	Gap	Make accessibility a measurable objective of the national tourism programme
Built environment	Barrier-free design across the value chain	Strong in new airports, stations, museums and flagship hotels; weaker in	Strength (new build)	Design access into new and restored facilities from the outset

Dimension	ISO 21902:2021 requirement	Chinese practice	Strength / gap	Lesson for Uzbekistan
		older and secondary stock		
Transport	Accessible, connected transport chains	Accessible features in new HSR and air hubs; uneven last-mile links	Mixed	Ensure accessible transfers, not only accessible terminals
Information and digital	Reliable, comparable accessibility information	Fragmented information; variable application accessibility	Gap	Build a single trusted accessibility-information layer into digital platforms
Training and certification	Trained staff and recognised certification	Limited independent certification; uneven training	Gap	Adopt certification, accessibility-audit and training schemes
Community participation	Involvement of persons with disabilities	Less institutionalised consultation	Gap	Institutionalise consultation with organisations of persons with disabilities

China's tourism infrastructure model cannot be transferred directly to Uzbekistan due to the vast differences in economic scale, fiscal capacity and institutional conditions. However, its underlying mechanism-clear strategic planning, inter-agency coordination, blended financing and continuous monitoring-offers some lessons. Uzbekistan's rapid growth in tourism since 2016, growing international tourists and increased social tourism initiatives provide a good basis to apply this model to the country. A long-term coordination mechanism between tourism, transport, finance, regional authorities and cultural heritage bodies is the first step in this direction. A national tourism infrastructure programme that is clear and measurable in terms of sustainability and inclusion will be better coordinated and implemented. As public resources are limited, the expansion of public–private partnerships (PPP), transparent concession structures and blended financing can bring in new investment and relieve fiscal strain.

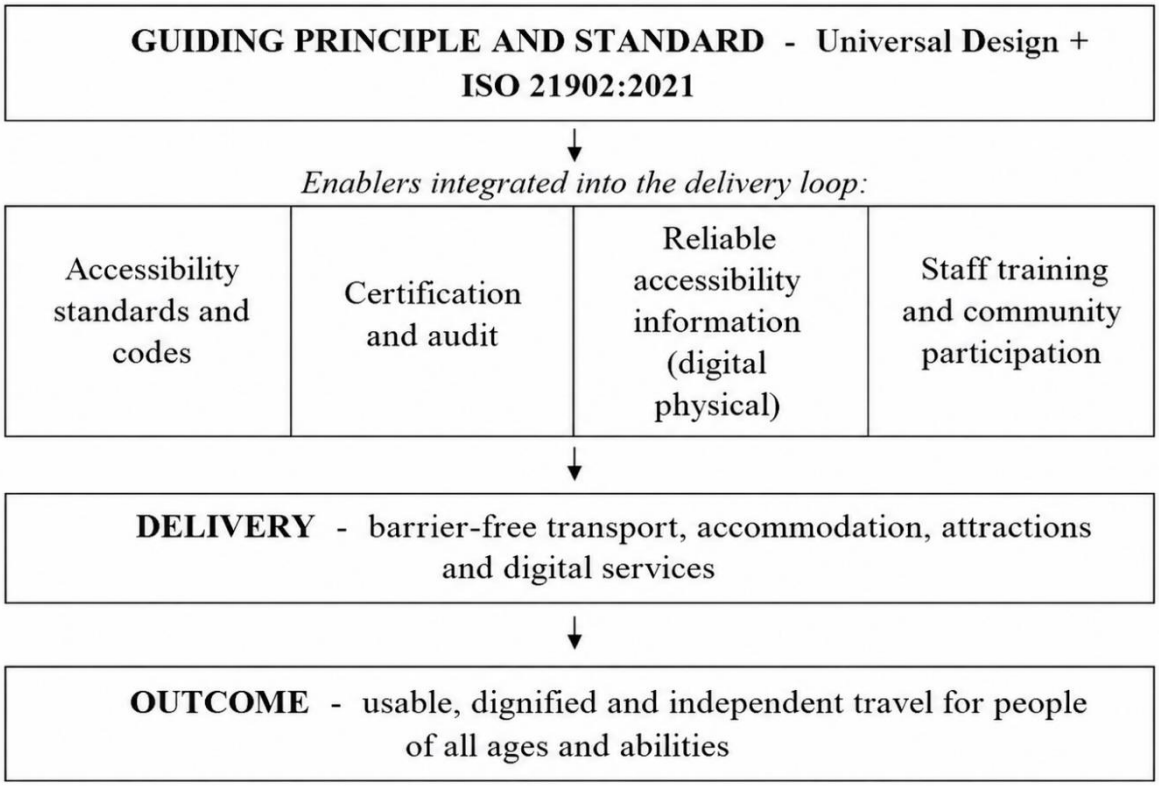


Figure 2. Inclusive tourism infrastructure modernisation mechanism (author's conceptual model)

Transport connectivity should be the main investment priority. Modernising airports, making rail connections between Tashkent, Samarkand, Bukhara and Khiva, and upgrading the regional road networks would make them more accessible and disperse visitor flows and promote tourism beyond the main tourist destinations. At the same time, investments in rural roads, utilities and tourism facilities could drive rural tourism, diversify local economies and prolong the tourism season. Sustainable heritage management is also very important. The development of infrastructure must preserve UNESCO World Heritage sites and improve visitor services and tourism in mountain, desert and rural destinations. Accessibility and sustainability should be integrated into all new projects from the beginning rather than later. Following ISO 21902:2021 as the national benchmark, setting accessibility standards, certification systems, staff training and reliable accessibility information would help Uzbekistan to address the institutional deficiencies of China's experience. Partnering with a range of organizations that are dedicated to persons with disabilities should be an increasingly common practice in tourism planning. Digital transformation can complement physical infrastructure by providing access to tourism information services, online booking systems, accessibility information and visitor-flow management to help tourists. That would ensure a better experience for the tourists and data to inform policy making for a more evidence-based policy. Based on these priorities, Uzbekistan should design a phased roadmap: first, strengthening institutional coordination, introducing ISO 21902:2021, extending PPP mechanisms and launching digital and accessibility pilot projects; second, upgrading transport infrastructure, creating regional tourism clusters and expanding green and barrier-free infrastructure; and finally, establishing a nationwide system of connected, inclusive, sustainable and smart tourism infrastructure with continuous monitoring and evaluation.

Table 3. Roadmap for adapting the Chinese experience to Uzbekistan (author's elaboration)

Direction	Current status	Chinese practice	Recommended action	Expected outcome
Institutional coordination	Fragmented, project-based decision-making	Multi-actor coordination under national strategy	Standing inter-agency body and single monitored programme	Coherent, target-driven infrastructure delivery
Investment and PPP	Emerging PPP; limited risk-sharing tools	Blended finance, PPP and special-purpose bonds	Standardised PPP framework and de-risking guarantees	Larger, sustained private capital inflow
Connectivity	Airports modernising; rail links improving	World-leading HSR and intermodal integration	Accelerate inter-city rail and airport upgrades; intermodal links	More arrivals dispersed beyond flagship cities
Heritage and regional tourism	Concentration in Samarkand, Bukhara, Khiva	All-for-one tourism and destination clusters	Develop secondary clusters; protect heritage capacity	Reduced over-concentration; broader regional benefit
Rural and mountain tourism	Nascent; limited village infrastructure	Rural-revitalisation infrastructure model	Village roads, utilities and facilities; product development	Diversified product; rural income and jobs
Inclusive infrastructure	Early social-travel support measures	Accessible new build; soft-infrastructure gap	Adopt ISO 21902:2021; codes, certification, information, training	Usable, dignified travel for all; new market segment
Green and eco tourism	Growing eco-tourism interest	National parks and protected-area backbone	Protected-area planning; low-impact and renewable facilities	Lower footprint; conservation-aligned growth
Digital transformation	Expanding online services	5G, smart platforms, data-driven management	National accessible digital-tourism platform and capacity tools	Better experience and real-time feedback data

This study builds on theory and practice by providing a mechanism-based perspective of tourism infrastructure modernisation. It first defines modernisation as an institutional cycle that links strategy, financing, implementation and feedback and not investment alone. Second, it creates a four-step model for China's tourism infrastructure evolution and demonstrates that the institutional coordination is still there even at the expense of changing policy priorities. Third, China's inclusive tourism infrastructure is compared to ISO 21902:2021 and information on accessibility, certification and staff training is still lacking. Fourth, it introduces an inclusive infrastructure model that incorporates universal design, standards, and stakeholder involvement into infrastructure delivery. Lastly, it proposes a context-tailored mechanism and phased roadmap for Uzbekistan, saying that the success of modernisation is predicated on institutional coordination and not just on capital investment. In light of these findings, the study suggests strengthening inter-agency coordination, adopting ISO 21902:2021, expanding public-private partnerships and blended financing, improving transport links, supporting rural and heritage tourism, integrating accessibility and universal design of new projects, building national digital tourism platforms, strengthening professional training, involving local stakeholders and promoting green infrastructure to achieve sustainable and inclusive tourism development.

5. Conclusion

This study draws on theory and practice as it provides a mechanism-based perspective for tourism infrastructure modernisation. First it considers modernisation as an institutional process of strategy, financing, implementation and feedback and not just a matter of more investment. Second, it creates a four-stage model of the development of China's tourism infrastructure and shows that there is continuity in institutional coordination despite policy shifts. Third, it benchmarks China's inclusive tourism infrastructure with ISO 21902:2021 and identifies gaps in accessibility information, certification and staff training. Fourth, it introduces an inclusive infrastructure model in which universal design, standards and stakeholder participation are integrated into the delivery of infrastructure. And finally, it proposes a context-driven mechanism and a phased roadmap for Uzbekistan that modernisation is based on institutional coordination, not capital investment. Based on these findings, the report calls for stronger inter-agency coordination, adoption of ISO 21902:2021, better public-private partnerships and blended financing, better transport connectivity, promotion of rural and heritage tourism, inclusion of accessibility and universal design in new developments, development of national digital tourism platforms, professional training and involvement of stakeholder organisations, and developing green infrastructure for sustainable and inclusive tourism development.

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DESTINATION HEALING CAPACITY FOR INCLUSIVE TOURISM: AN ANALYTICAL FRAMEWORK FOR ACCESSIBLE TRAVEL THERAPY AND MEDICAL WELLNESS DESTINATIONS

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Abstract. *Based on the perspective of inclusive tourism, this article reviews existing literature on travel therapy and therapeutic tourism. In recent years, tourism research has primarily focused on issues such as psychological rehabilitation, loneliness relief, restoration based on natural environments, disease-related travel experiences, and spiritual healing. However existing research still lacks a destination-level explanation—that is, how to transform therapeutic resources into dignified and safe tourism experiences for vulnerable tourist groups. This article proposes a "Destination Healing Capacity" (DHC) framework based on an integrated review of literature on healing landscapes, restorative environments, travel therapy, inclusive tourism, accessible tourism, and disability rights. The framework refers to a destination's ability to transform environmental, cultural, medical, social and digital resources into inclusive, healing-oriented tourism experiences. This article points out that in the planning of medical and wellness tourism destinations, tourists with physical disabilities, the elderly, patients with chronic diseases, cancer survivors, and socially isolated groups should not be regarded as marginalized groups, but should be placed at the core. For emerging destinations such as Uzbekistan, integrating rehabilitation services, accessible accommodation, safe transportation, multilingual support, cultural participation, and ongoing post-trip follow-up into a complete service chain, which can make inclusive medical tourism an important strategic development path. This framework does not equate tourism with formal clinical treatment; instead, it positions tourism as a supportive environment that promotes well-being, maintains quality of life, and fosters inclusive social participation.*

Keywords: *travel therapy; inclusive tourism; accessible tourism; destination healing capacity; medical wellness tourism; sdg3*

1. Introduction

Moving beyond traditional leisure and consumption perspectives, contemporary tourism research is beginning to explore how travel promotes psychological relief, social reconnection, and physical recovery. The therapeutic landscape theory posits that health and well-being are influenced by medical institutions and physical surroundings, interpersonal relationships and symbolic meaning1. Research on healthy spaces further confirms that place-based practices can promote individual recovery and enhance place attachment.2. Environmental psychology research also shows that restorative natural environments help relieve stress and accelerate the recovery process.3.

However, therapeutic tourism research remains incomplete if it only focuses on emotional benefits and ignores issues of equity in accessibility for different tourist groups. The core concern of inclusive tourism goes beyond whether travel can have a therapeutic effect; it also includes ensuring that all groups can access such experiences equally and with dignity. Inclusive tourism emphasizes

the meaningful participation of marginalized groups9. Accessible tourism, on the other hand, emphasizes designing destinations throughout their entire lifecycle based on tourists' diverse accessibility needs.1013.

Such viewpoints carry vital implications for medical and healing-focused destinations. Travelers living with physical impairment, advanced age, chronic illness or persistent psychological distress demand restorative environments yet confront multiple access obstacles and safety hazards. Current scholarship falls short of an integrated destination framework linking healing environments, inclusive services, safety governance, accessibility standards and outcome assessment, forming a notable research gap.

To fill this gap, the concept of Destination Healing Capacity is advanced as an analytical tool for inclusive tourism research, explaining how destinations convert natural, cultural, medical, social and digital resources into secure, accessible healing experiences. It also delivers practical analytical guidance for emerging medical wellness destinations including Uzbekistan, where travelers with physical disabilities seek combined leisure, professional rehabilitation and supportive therapy to maintain quality of life.

2. Literature Review and Methodology

This study adopts integrative literature review covering four research clusters: therapeutic landscapes and restorative environments; travel therapy and healing tourism; inclusive & accessible tourism; disability rights in tourist participation. Its core objective is to construct a theoretically grounded analytical framework to guide future empirical research and destination planning.

All sampled articles are coded along five dimensions: research subjects, healing mechanisms, vulnerable populations, service implications and outcome indicators. Recurring healing pathways are grouped into eight thematic categories: environmental restoration, meaning-making, social bonding, spiritual engagement, physical activity, sensory stimulation, service provision and accessibility support. By cross-referencing tourists' wellness demands against destination operational criteria, the study summarizes systematic supporting conditions required for inclusive healing tourism implementation.

Empirical travel therapy findings confirm slow tourism creates independent healing value through immersive nature contact and relaxed itineraries to ease mental strain4. Research regarding depression treatment demonstrates travel enables positive meaning construction yet cannot substitute formal clinical intervention5. For breast cancer survivors, travel alleviates negative emotions and aids holistic rehabilitation across different disease stages6. Studies focusing on physically vulnerable populations suggest travel therapy outcomes stem from interactions between individual capability and environmental support 7. A network meta-analysis further provides indirect evidence that tourism-related natural and cultural interventions effectively reduce anxiety and depressive symptoms8.

3. Key Findings: From Individual Healing Experience to Destination Inclusive Support

Healing tourism research has evolved from simplistic claims of health benefits toward empirical analysis of how environmental shifts, natural exposure, cultural immersion, social interaction and meaning-making drive psychological recovery. This paradigm shift facilitates measurable healing assessment rather than vague conceptual discussion.

While vulnerable tourist groups have attracted growing academic attention, relevant demands are rarely incorporated into systematic destination design frameworks. Existing studies explore

cancer patients, depressive sufferers, seniors and socially isolated travelers58, yet seldom connect their needs with destination infrastructure including accessible transport, barrier-free lodging, interpretive services, onsite rehabilitation, emergency management, digital information and after-care follow-up. For travelers with physical disabilities, healing relies not merely on restorative scenery but also on full-spectrum inclusive setup: barrier-free transit and accommodation, transparent pre-arrival information, trained staff, assistive amenities, accessible cultural and wellness venues, emergency backup and companion-friendly arrangements, consistent with systematic destination-based accessible tourism theories10-13.

Destination governance remains an understudied field within healing tourism literature, with most prior work focusing solely on individual sentiment or consumption intention instead of systemic destination construction. Inclusive healing tourism requires coordinated governance featuring credible health services, transparent accessibility information, standardized risk management and continuous full-cycle visitor support. Accordingly, healing tourism ought to be defined as a complete inclusive service chain instead of a mere emotional consumption product.

4. Destination Healing Capacity: An Inclusive Tourism Framework

Destination Healing Capacity refers to a destination's capacity to transform environmental, cultural, medical, social and digital resources into secure, accessible and inclusive healing experiences, consisting of five interrelated dimensions detailed in Table 1 alongside corresponding research indicators.

Table 1 Destination Healing Capacity as an Inclusive Tourism Analytical Framework

Dimension	Core Inclusive Tourism Focus	Destination Requirements	Potential Measurement Indicators
Healing Environmental Quality	Enable visitors with varied physical, sensory, age and health limitations to benefit from restorative surroundings	Restorative landscapes, quiet zones, hygienic settings, natural wellness resources such as hot springs, low-intensity travel routes	Perceived restorativeness, environmental comfort, sensory suitability, route accessibility difficulty
Inclusive Accessibility	Centring physical disability and chronic illness requirements in original destination design	Barrier-free transportation, accessible hotels, assistive equipment, user-friendly official websites, professionally trained employees	Step-free access rate, accessible room availability, clarity of pre-travel information, staff competency
Safety & Risk Governance	Allow vulnerable visitors to travel with dignity without excessive health or mobility risks	On-site medical consultation, standardized emergency response, regulated rehabilitation procedures, insurance and medical referral systems	Perceived safety level, emergency preparedness, practitioner qualification, risk communication effectiveness

Meaningful Cultural Participation	Realise social and cultural inclusion beyond pure medical care	Accessible heritage interpretation, companion-oriented activities, inclusive slow tourism and pilgrimage routes	Cultural engagement quality, social connection level, perceived cultural meaning, sense of dignity
Outcome Evaluation & Post-trip Support	Ethically verify actual healing effects against exaggerated marketing claims	Pre-post travel assessment, satisfaction tracking, quality-of-life feedback, post-vacation wellness counselling	Perceived recovery, loneliness reduction, psychological resilience improvement, satisfaction, travel recommendation intention

The framework proves inclusive healing tourism depends on coordinated integration of accessibility, emotional restoration, cultural involvement, risk control and effect evaluation rather than simple addition of medical facilities. It can directly guide questionnaire development and stakeholder interview design for empirical research.

5. Discussion: Implications for Uzbekistan and Emerging Medical Wellness Destinations

This framework clearly defines the boundaries between tourism and clinical treatment: tourism can never replace formal medical treatment, surgery, or professional rehabilitation. Conversely, tourism provides a supportive environment that helps people relax, rebuild social connections, maintain quality of life, and engage in meaningful activities. When tourism is coordinated with professional medical programs, it can serve as a contextualized wellness supplement for people with disabilities, those with chronic illnesses, those experiencing psychological stress, and those recovering from treatment.

For emerging wellness destinations, inclusive development is a more sustainable source of competitiveness than simply competing on price. Strong destination competitiveness is built on accessible transportation, reliable rehabilitation services, inclusive accommodation, multilingual services, open and transparent digital information, staff training, emergency response plans, ethical advocacy, and ongoing post-trip care. Travelers with accessibility needs typically make travel decisions based on credible and detailed information and their overall perception of safety throughout the trip.

Such insights carry prominent practical value for Uzbekistan. Travelers with physical disabilities aiming to combine leisure with certified rehabilitation constitute a promising niche market for its medical tourism industry, which should be developed under inclusive tourism logic rather than narrow clinical market thinking. The UN Convention on the Rights of Persons whom with Disabilities, have equal opportunities to engage in cultural, recreational and leisure activities14. Joint research commissioned by Uzbekistan's government and UN agencies also stresses expanded rights and social inclusion for disabled residents15. Uzbekistan can upgrade its medical wellness industry by integrating rehabilitation resources with accessible travel routes, barrier-free hotels, safe transport, inclusive heritage interpretation, multilingual medical consultation and companion-oriented services.

Future empirical research can operationalize this framework via mixed research methods. Questionnaires quantify perceived accessibility, safety, service quality, mental recovery, satisfaction

and recommendation willingness. In-depth interviews targeting disabled travelers, rehabilitation patients, caregivers, medical practitioners, hotel administrators and destination authorities uncover hidden practical barriers undetectable via quantitative data. Pre-post longitudinal research further tracks dynamic changes in anxiety, loneliness, psychological resilience and life quality, distinguishing authentic wellness-supported tourism from overhyped healing-oriented marketing.

6. Conclusion

Future advancement of travel therapy and healing tourism can be embedded within the broader inclusive tourism research domain. Existing literature has yielded abundant evidence regarding mental recovery, meaning construction, nature-led rehabilitation and health benefits of disease-oriented travel. However, prior scholarship lacks an integrated destination-level framework linking healing mechanisms with accessibility design, disability inclusion, safety governance and healing outcome evaluation.

Destination Healing Capacity highlights destinations can foster health-enhancing environments only when healing resources are matched with barrier-free design, inclusive services, transparent information, qualified personnel, risk control and continuous after-service. For emerging destinations including Uzbekistan, this concept bridges medical wellness development with the legitimate demands of disabled tourists. Theoretically, the study shifts healing tourism research focus from individual subjective experience toward systematic inclusive destination development; practically, it delivers actionable guidelines for destination planning, questionnaire design, stakeholder investigation and future quantitative evaluation.

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РАЗВИТИЕ ИНКЛЮЗИВНОГО ТУРИЗМА В САМАРКАНДЕ: ТЕКУЩЕЕ СОСТОЯНИЕ, ПРОБЛЕМЫ И ПЕРСПЕКТИВНЫЕ НАПРАВЛЕНИЯ МОДЕРНИЗАЦИИ

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Аннотация. *Статья посвящена анализу текущего состояния и перспектив развития инклюзивного туризма в Самарканде. На основе официальных данных и результатов натурного наблюдения, проведённого автором, дана оценка доступности ключевых туристических объектов и сервисов для путешественников с особыми потребностями. С опорой на концепцию универсального дизайна и лучшие мировые практики предложен комплекс поэтапных рекомендаций по модернизации городской среды. Показано, что развитие безбарьерного туризма способно усилить конкурентные позиции Самарканда и одновременно повысить качество жизни местного населения.*

Ключевые слова: *инклюзивный туризм, безбарьерная среда, доступность, комфортная городская среда, модернизация инфраструктуры.*

Abstract. *This article is devoted to the analysis of the current state and development prospects of inclusive tourism in Samarkand. Based on official data and the results of field observations conducted by the author, the accessibility of key tourist sites and services for travelers with special needs is assessed. Drawing on the concept of universal design and best international practices, the study proposes a set of phased recommendations for the modernization of the urban environment. It is shown that the development of barrier-free tourism can strengthen Samarkand's competitive position while simultaneously improving the quality of life of the local population.*

Keywords: *inclusive tourism, barrier-free environment, accessibility, comfortable urban environment, infrastructure modernization.*

Введение. В последние годы Республика Узбекистан стремительно укрепляет свои позиции на международном туристическом рынке. Стратегия «Узбекистан-2030» предусматривает увеличение ежегодного въездного турпотока до 15 млн человек, и одним из ключевых направлений достижения этой цели заявлено развитие безбарьерного туризма [15]. Как отмечено на официальном туристическом портале страны «Uzbekistan.travel», создание доступной инфраструктуры для туристов с инвалидностью рассматривается сегодня не как дополнительная опция, а как один из приоритетов государственной политики, способствующий обеспечению социальной справедливости и расширению туристических возможностей [14].

Самарканд, как одна из главных туристических дестинаций Узбекистана, находится в авангарде этих преобразований. Самаркандский международный аэропорт уже оснащён пандусами и лифтами, ряд гостиниц располагает адаптированными номерами, а на исторических объектах постепенно внедряются элементы доступной среды [14]. Вместе с тем,

как показывают наблюдения, между точечными улучшениями и формированием целостной безбарьерной среды всё ещё сохраняется значительный разрыв.

По данным Всемирной организации здравоохранения, около 16% населения планеты, а это 1,33 млрд. человек, живут с той или иной формой инвалидности [12]. Исследования в области доступного туризма подтверждают: люди с особыми потребностями путешествуют чаще, чем принято считать, их средний чек на 20-25% превышает показатели среднестатистического туриста, а лояльность к дестинациям, обеспечившим комфортное пребывание, исключительно высока [1; 6]. Таким образом, инвестиции в инклюзивную среду – это социально и экономически обоснованное решение, способное принести измеримую отдачу.

Цель настоящей статьи - дать оценку текущему состоянию инклюзивного туризма в Самарканде и на основе лучших мировых практик предложить поэтапный план действий по модернизации городской среды.

Обзор литературы. В последние годы инклюзивный туризм привлекает всё большее внимание исследователей как одно из важных направлений развития туристической отрасли. В научных исследованиях по данной тематике основное внимание уделяется обеспечению равных и комфортных условий туристической среды для всех категорий населения.

Darcy и Dickson подчёркивают важность принципа «универсального дизайна» в развитии инклюзивного туризма, отмечая, что туристическая инфраструктура должна быть адаптирована для всех людей [2]. Buhalis и Darcy указывают, что барьеры в туризме существуют не только в архитектурной среде, но и в сфере информации и обслуживания, обосновывая необходимость комплексного подхода к развитию инклюзивного туризма [1]. Eichhorn, Miller и Tribe отмечают, что предоставление достоверной и точной информации для туристов с ограниченными возможностями является важным условием организации туристических поездок [4].

Devile и Kastenholz подчёркивают, что развитие услуг безбарьерного туризма способствует повышению экономической конкурентоспособности региона [3]. Gillovic и McIntosh отмечают, что цифровые технологии и веб-платформы, разработанные на основе стандартов WCAG, повышают эффективность инклюзивного туризма [5]. Эксперты UNWTO рассматривают инклюзивный туризм как важную часть устойчивого развития и подчёркивают необходимость одновременного обеспечения физической, информационной и социальной доступности [13].

Методология исследования. Исследование опирается на три источника данных. Первый – анализ официальных документов: государственных стратегических программ, материалов официального туристического портала «Uzbekistan.travel» [14] и статистических данных Комитета по туризму Республики Узбекистан [15]. Второй – натурное наблюдение, проведённое автором в Самарканде (с 2024 г.). Обследованию подлежали ключевые туристические объекты (площадь Регистан, мавзолей Гур-Эмир, ансамбль Шахи-Зинда, обсерватория Улугбека, комплекс «Silk Road Samarkand»), прилегающие пешеходные маршруты и средства размещения. Третий – сравнительный анализ лучших мировых практик, представленных в работах зарубежных исследователей по доступному туризму [14].

Методологической рамкой послужила концепция универсального дизайна, сформулированная Р. Нуллом и развитая применительно к туризму Д. Бухалисом и С. Дарси

[1; 2]. Её центральный принцип состоит в том, что среда должна быть удобной для человека любого возраста и с любыми физическими возможностями, без необходимости специальной адаптации. Кроме того, в ходе исследования учтены требования национальных стандартов Республики Узбекистан в области доступного туризма, в частности O‘z DSt ISO18513:2017, устанавливающего общие требования к туристским услугам для людей с ограниченными физическими возможностями, и «Tourist-friendly» по O‘z DSt 3336:2018, регламентирующего требования безопасности для данной категории услуг [9; 10].

Результаты исследования. Проведённый анализ позволяет зафиксировать ряд обнадёживающих изменений, произошедших в Самарканде за последние годы.

В сфере транспортной доступности наиболее значимым шагом стала модернизация международного аэропорта. Воздушная гавань Самарканда, открытая после реконструкции в 2022 году, оборудована пандусами, лифтами и специальными санитарными комнатами, что существенно облегчает перемещение маломобильных пассажиров на этапе прибытия [2]. Железнодорожный вокзал также располагает базовыми элементами доступности.

В гостиничном секторе прослеживается постепенное расширение номерного фонда, адаптированного для гостей с ограниченной мобильностью. Ряд отелей категории 4-5 звёзд предлагает номера с расширенными дверными проёмами, поручнями в санузлах и душевыми кабинами без порогов.

На туристических объектах и в зонах отдыха внедряются отдельные элементы безбарьерной среды. «В музеях, на исторических памятниках и в зонах отдыха благодаря специальным дорожкам, адаптированному инвентарю и аудиогидам туристы с ограниченными физическими возможностями могут в полной мере получить культурный и исторический опыт» – отмечается в портале «Uzbekistan.travel» [14]. Комплекс «Silk Road Samarkand», построенный с учётом современных требований, изначально проектировался с элементами доступной среды.

В информационной сфере важным шагом стало создание на официальном туристическом портале Узбекистана специализированного раздела о доступном туризме, где аккумулирована общая информация об адаптированных объектах, транспортных маршрутах и услугах [15]. Безусловно, такой подход способствует формированию имиджа страны как инклюзивного туристического направления.

Сохраняющиеся проблемы. Наряду с позитивными изменениями натурное наблюдение позволило выявить ряд системных барьеров, ограничивающих развитие инклюзивного туризма в Самарканде.

Первый барьер – фрагментарность физической доступности. Отдельные элементы (пандус у входа в отель, тактильная полоса на одном участке, автотранспорт с необходимыми условиями для передвижения людей с ограниченными возможностями и пр.) не складываются в непрерывный безбарьерный маршрут. Турист, беспрепятственно покинувший аэропорт, может столкнуться с отсутствием пониженного бордюра на пути к гостинице или с крутым пандусом у входа в музей, не соответствующим нормативным требованиям, в том числе закреплённым в O‘z DSt 3336:2018 [10].

Второй барьер – отсутствие комплексной информационной базы, содержащей инклюзивный контент. Несмотря на наличие специализированного раздела на национальном туристическом портале, размещённая в нем информация носит обзорный характер и не

позволяет туристу с особыми потребностями детально спланировать поездку. В открытом доступе отсутствуют сведения о том, насколько конкретные объекты обеспечены элементами доступной среды: каков угол наклона пандусов, имеются ли поручни и адаптированные санитарные комнаты. Не представлена информация о способах передвижения между объектами для людей с ограниченной мобильностью - доступных маршрутах общественного транспорта, возможности аренды специализированного автотранспорта. Кроме того, остаётся неосвещённым вопрос о наличии гидов, владеющих навыками инклюзивной работы, - сурдопереводчиков для глухих и слабослышащих туристов, экскурсоводов, обученных тифлокомментированию для незрячих посетителей. Зарубежные исследователи неоднократно подчёркивали, что именно детализированная, объективная информация является ключевым фактором, определяющим выбор дестинации туристом с особыми потребностями [6; 8].

Обсуждение. Опыт городов, признанных лидерами в области доступного туризма: Барселоны, Берлина, Сингапура – подсказывает логику конкретных действий по улучшению инклюзивности туристской дестинации [1;7]. Эти города объединяет следование нескольким общим принципам: наличие долгосрочной стратегии с измеримыми показателями; обязательность требований доступности для всех новых объектов; регулярное обучение персонала; вовлечение людей с инвалидностью в тестирование среды; и рассмотрение инклюзивности как элемента городского бренда.

С учётом этих принципов и текущего состояния Самарканда предлагается следующий поэтапный план действий (табл.1).

Таблица 1.

Поэтапный план модернизации инклюзивной среды Самарканда. Источник: составлено автором, с учетом ряда гос.стандартов O‘z DSt, доступных на портале ГУ «Центра сертификации туристских услуг».

Этап	Ключевые мероприятия	Срок реализации	Ожидаемый результат
Информационный	Приведение тур. порталов к стандарту WCAG 2.1; создание онлайн-путеводителя по доступным объектам; внедрение аудиогидов с тифлокомментированием; установка навигации по Брайлю.	До 1 года	Рост информированности туристов; увеличение доли самостоятельного планирования поездок; повышение позиций города в рейтингах доступности
Инфраструктурный (по стандартам O‘z DSt)	Аудит и нормализация пандусов; укладка тактильной плитки на маршрутах; обновление парка общественного транспорта; оборудование	2–3 года	Формирование непрерывного безбарьерного маршрута; рост турпотока со стороны

	адаптированных санитарных комнат.		маломобильных групп на 15–20%
Социальный	Обучение персонала; разработка специализированных турпакетов; создание волонтёрской службы; интеграция инклюзивности в бренд города.	3–5 лет	Устойчивый рост доли повторных визитов; повышение средней оценки дестинации туристами с особыми потребностями в различных сервисах оценки типа TripAdvisor, отзывы Google, Yandex и пр.

Первый этап – информационный, носящий малозатратный, но быстрый и измеримый эффект. В нем предусмотрены следующие ключевые шаги:

– приведение всех доступных туристических сайтов Узбекистана, в частности – Самарканда, в соответствие с международным стандартом веб-доступности WCAG 2.1 (альтернативный текст для изображений, навигация с клавиатуры, масштабируемый шрифт) [11];

– создание детализированного онлайн-путеводителя по доступным объектам города с указанием четких параметров: угол наклона пандусов, ширина дверных проёмов, наличие поручней и адаптированных санитарных комнат;

– внедрение аудиогидов с тифлокомментированием (специальными описаниями для незрячих посетителей) на ключевых туристических объектах города;

– установка навигационных указателей с дублированием шрифтом Брайля на туристических маршрутах города.

Второй этап - инфраструктурный, рассчитанный на период реализации не менее 2-3 лет, предполагающий более существенные инвестиции и охватывающий:

– аудит существующих пандусов и приведение их в соответствие с нормативными требованиями, установленными O‘z DSt ISO18513:2017 и O‘z DSt 3336:2018, по углу наклона и нескользящему покрытию [9; 10];

– укладку тактильной плитки на основных пешеходных маршрутах, связывающих ключевые туристические объекты;

– поэтапное обновление парка общественного транспорта с увеличением доли низкопольных автобусов;

– оборудование адаптированных санитарных комнат на всех крупных туристических объектах, в т.ч. гостиницах, гастрономических объектах, музеях и др.

Третий этап - социальный, направленный на содержательное наполнение инклюзивной среды:

– введение обязательного модуля по взаимодействию с гостями, имеющими инвалидность, в программы подготовки и повышения квалификации гидов-экскурсоводов, персонала гостиниц, музеев и туристических компаний;

– разработка специализированных турпакетов, адаптированных по темпу, продолжительности и формату, с привлечением к их тестированию людей с особыми потребностями;

– создание волонтёрской службы сопровождения (по модели, успешно реализованной в ряде европейских городов, где волонтёры помогают маломобильным гостям в навигации по городу);

– интеграция достижений Самарканда в области инклюзивного туризма в городской бренд: размещение соответствующей информации на первых страницах туристического портала и в промо-материалах.

Важно подчеркнуть, что инклюзивная среда работает одновременно на две аудитории. Пандусами и пониженными бордюрами пользуются не только люди на колясках, но и родители с детскими колясками, пожилые люди, путешественники с тяжёлым багажом. Аудиогиды с тифлокомментированием обогащают опыт любого туриста, добавляя детали, которые он мог бы пропустить. Как отмечено в исследованиях Димитриса Бухалиса и Саймона Дарси, универсальный дизайн потому и называется универсальным, что улучшает среду для всех без исключения [1].

Выводы. Развитие инклюзивного туризма в Самарканде - это не единовременная кампания, а последовательный процесс, требующий координации усилий государства, бизнеса и местного сообщества. Проведённый анализ показывает, что определённые шаги уже сделаны: модернизирован аэропорт, внедряются элементы доступности на ряде крупных туристических объектах, создан информационный раздел на национальном туристическом портале. Следующий этап модернизации инклюзивных возможностей города предусматривает поэтапный переход от точечных решений к системной политике, обеспечивающей непрерывность безбарьерного маршрута полного цикла: от прибытия в город до возвращения домой.



Рис. 1. Трёхуровневая модель инклюзивной туристской дестинации

Предложенная трёхуровневая модель *(рис. 1)* задаёт логику этого перехода: начать с малозатратных, но высокоэффективных информационных решений, затем последовательно модернизировать физическую среду и завершить содержательным наполнением, а именно обучением кадров и созданием специализированных турпродуктов.

В этой связи развитие инклюзивного туризма становится одним из важнейших стратегических направлений туристической отрасли Самарканда.

Первым направлением развития инклюзивного туризма является модернизация туристической инфраструктуры на основе принципов безбарьерной среды. В частности, в исторических памятниках, музеях, гостиницах, ресторанах и общественных местах необходимо оборудовать пандусы, лифты, тактильные дорожки и специальные санитарные помещения. Кроме того, общественный транспорт и туристические автобусы должны быть адаптированы для людей, передвигающихся на инвалидных колясках.

Вторым важным направлением является обеспечение информационной доступности. Туристические веб-сайты и мобильные приложения должны разрабатываться в соответствии с требованиями международного стандарта WCAG 2.1. На туристических объектах важно внедрять указатели со шрифтом Брайля, аудиогиды, видеоматериалы с субтитрами и многоязычные навигационные системы.

Третьим направлением выступает подготовка кадров и развитие культуры обслуживания. Гиды, сотрудники гостиниц и работники транспортной сферы должны проходить специальные курсы по инклюзивному сервису. Это позволит обеспечить высокий уровень обслуживания и корректное взаимодействие с туристами с особыми потребностями.

Четвёртым направлением является усиление сотрудничества между государственным и частным секторами. В развитии инклюзивной инфраструктуры важную роль играют государственные гранты, налоговые льготы и инвестиционные программы. Это позволит стимулировать частный сектор к созданию безбарьерной среды.

Пятым направлением можно считать широкое внедрение цифровых технологий. Интерактивные карты, GPS-навигация, системы QR-кодов и виртуальные экскурсии значительно упрощают путешествия для туристов с ограниченными возможностями.

Таким образом, развитие инклюзивного туризма в Самарканде не только повысит туристическую привлекательность города, но и будет способствовать формированию комфортной и безопасной городской среды для всех категорий населения. Это, в свою очередь, укрепит конкурентоспособность Самарканда на международном туристическом рынке.

При таком подходе Самарканд имеет все шансы не только сохранить статус ведущей туристической дестинации Центральной Азии, но и приобрести новое качество – стать городом, комфортным и открытым для каждого гостя, независимо от его физических возможностей.

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MEASURING VISITORS' PERCEPTIONS OF THE AUTHENTICITY OF SILK ROAD ARCHAEOLOGICAL EXHIBITS IN SAMARKAND MUSEUM: IMPLICATIONS FOR INCLUSIVE TOURISM DEVELOPMENT

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Abstract. *The role of museums is a very important one in preserving and communicating cultural heritage. Visitor perceptions of authenticity are especially significant in museums of archaeology, as these perceptions can have an impact on levels of trust, in the educational value of the experience, emotion experienced and satisfaction with the visit. This study aims to investigate visitors' perceptions of the authenticity of Silk Road archaeological exhibits at the Afrosiab Museum in Samarkand, Uzbekistan. The data were collected from the museum visitors using Quantitative research approach in which a structured questionnaire was used.*

The results suggest that visitors feel the majority of the items presented in the museum are authentic and can be considered as having a historical credibility. Authenticity perceptions are shaped by an array of exhibition design, interpretive information, artifact presentation and museum atmosphere. Moreover, the perception of authenticity positively correlates with the satisfaction level and the trust in the museum's information of visitors.

The study enriches research on heritage tourism and museum studies based on a case study at the archaeological museum in Central Asia while offering some recommendations regarding the development of better museum interpretation and user experience.

Keywords: *Authenticity; Archaeological Museum; Silk Road; Afrosiab Museum; Cultural Heritage; Visitor Perception; Samarkand*

INTRODUCTION

One of the most fundamental concepts in heritage tourism and museum studies is authenticity. Many visitors are interested in opportunities to make connections with the past through genuine historical objects and meaningful interpretation. Museums function not only as repositories of archaeological artifacts but also as institutions that communicate cultural identity and historical knowledge (MacCannell, 1973; Wang, 1999; Hooper-Greenhill, 1992).

Samarkand is one of the most significant cities in the history of the Silk Road, serving as a center of trade, cultural exchange, and civilization. The Afrosiab Museum preserves archaeological collections including murals, ceramics, coins, inscriptions, and architectural fragments that allow visitors to engage with the region's rich heritage (Frankopan, 2015; UNESCO, 2001). Although authenticity has been widely discussed in museum and tourism studies, limited research has examined visitor perceptions in Central Asian archaeological museums. This study addresses that gap by investigating authenticity perceptions at the Afrosiab Museum.

The objectives of this study are:

- To discuss with visitors the concept and meanings of 'Authentic' at the Afrosiab Museum.
- To identify the factors influencing visitors' perceptions of authenticity during the museum exhibition.
- To examine how perceived authenticity influences visitor satisfaction.
- To make suggestions to enhance the museum interpretation and visitor experience.

Literature Review

The concept of authenticity is one of the most influential in heritage tourism and museum studies, impacting the understanding, emotions, and museum experience of visitors. MacCannell (1973) states that tourists want authentic experiences, and that they want to feel a sense of cultural and historical reality in the destination they are in. Wang (1999) further elaborated this concept by dividing authenticity into two categories: one for object-based authenticity (originality and historical authenticity) and the other for existential authenticity (as the subjective feelings and significant experiences during the visit).

Museums are institutions where cultural heritage is preserved and communicated to the public. As educational institutions, museums are no longer merely repositories of historical artifacts but also play an important role in interpreting history for society (Hooper-Greenhill, 1992).

Likewise, Falk and Dierking (2013) state that personal experience (background, prior knowledge, social interactions and the physical environment of the museum) will influence how visitors interact with the authenticity of the visual evidence of the museum.

Authenticity is thus created through the confluence of the three: the visitors, the exhibits and the interpretation that is put on display. Presenting archaeological artifacts has been demonstrated to impact on how authentic visitors conceive of them. According to Bitgood (2011) there are a number of elements in the layout of the exhibition, lighting, arrangement of artifacts, interpretive labels and visual communication that can affect how the visitors learn and how they are pleased. Similarly, Dean (1996) stresses the need for well-designed exhibitions to frame objects in way that visitors can use to build historical meanings.

Good exhibitions invite deeper engagement, building visitors' confidence in the validity of the museum's collections and their historical trustworthiness. A second tool to improve the role of authenticity in museums has been storytelling. A shift away from presenting relics facts has been championed by (Tilden 1977) who suggests that interpretation should demonstrate meaning and significance of cultural heritage. Through storytelling, visitors are able to create connections with the historical events surrounding the archaeological objects.

Visitors' emotional responses were better, which led to better perceptions of authenticity and satisfaction with the exhibitions, according to Jin et al. (2020) who found that participatory and narrative exhibitions fostered visitor emotional involvement. Authenticity has received further significance in this field of archaeological museum curation, because people normally expect artifacts in museums to be true to history. Original archaeological artifacts are seen by visitors as more educational than replicas, and are more emotionally significant than replicas, according to Schwan and Dutz (2010).

However, modern museum research indicates that authenticity cannot be based solely on the originality of the artifacts. Brida, Disegna and Scuderi (2012) believe that the authenticity of the interpretation, the quality of the exhibition or the communication strategy will have a significant

impact on visitors' perception of authenticity, along with the museum's artifacts. Digital technologies increasingly used in museum exhibits to enhance the exhibit experience.

Through virtual reality, augmented reality, interactive displays, and three-dimensional reconstructions, visitors can experience reconstructed historical environments. These technologies improve learning and visitor engagement (Miłosz et al., 2021). Atzeni et al. (2022) caution that museums should balance digital interpretation with historical accuracy to preserve perceptions of authenticity.

As it relates to Silk Road heritage, authenticity is especially important as the Silk Road is an area of culture, exchange, trading and civilization over many centuries.

As one of the most impactful networks in the history of Asia, Europe and the Middle East according to (Frankopan 2015), the Silk Road can be studied as an interconnected chain of urbanization, commerce and migration. It was one of its most significant cultural and commercial centres was Samarkand.

The Afrosiab Museum collects the archaeological remains of this rich history, such as murals, ceramics, coins, inscriptions and architectural remains. UNESCO (2001) states that the conservation and interpretation of these collections have the benefits of promoting cultural identity, cultural heritage and sustainable tourism development. While there has been a vast number of research studies conducted on authenticity in museums and heritage tourism, studies that concentrate on the perception of the museum's authenticity from visitors' perspectives in the context of Central Asian heritage are rather scarce among archaeological museums, especially in Uzbekistan.

To date, most of the research has been based on museums in Europe or East Asia, while there has been less focus on authenticity in the perspective of visitors to museums in the Silk Road region.

So, the aim of this study relies on the existing literature regarding the impact of the design of the exhibition, the presentation of the artifacts, the communication in interpretation and the atmosphere of the museum on the perception of authenticity of visitors to the Afrosiab Museum in Samarkand. Moreover, it addresses the issues on the impact of these perceptions on the museum visitors' trust, satisfaction and experience of the visits, as well as offers some concrete recommendations on how to improve the interpretation of the museum's collections and the quality of the museum tourism in Uzbekistan.

METHODS

This study used quantitative research design. The information was obtained by doing a survey to artefacts' visitors using a specially prepared questionnaire in Afrosiab Museum in Samarkand. The questions on the questionnaire were divided into demographic questions and statements aimed at measuring the authenticity of the visit, the presentation of the exhibits, confidence, emotional involvement and satisfaction with the visit. Items were rated on a 5 point Likert scale (SD strongly disagree to SU strongly agree).

A total of 100 museum visitors participated in the survey. The subjects consisted of domestic and international tourists holding various degrees of knowledge and understanding of the Silk Road history and with different educational backgrounds. By using the descriptive statistics and regression analysis packages data were analyzed. Data were matched using descriptive statistics and the effects of perceived authenticity on visitor satisfaction and trust were analyzed by regression.

RESULTS

The results show that the overwhelming majority in the survey believed that the exhibits in the museum were genuine representations of the history of the Silk Road.

All statements were given high ratings of agreement by visitors when they were asked to rate statements about their reactions to their visit to the Centre: Scholarly accuracy of displays. Natural appearance of archaeological artifacts. The credibility of information provided by the museum. Educational benefits of exhibitions. • Emotional links with stories from history. The findings also show that the design of exhibitions is important for visitor perceptions.

Interpretive labels that were clear, effective displays of artifacts, lighting, and displays were all helpful in perceptions of authenticity. The results of regression analysis indicated that there is a positive relationship between perception of authenticity and satisfaction among tourists.

Regression analysis showed a positive and significant relationship between visitor satisfaction and perception of authenticity. Those who felt authentic demonstrated increased trust in the exhibits, emotional connection, and overall satisfaction with their museum experience.

Table 1. The main factors influencing authenticity perception were derived by categorizing the categories listed below:

Factor	**Influence on Authenticity**
Original Artifacts	High
Interpretive Labels	High
Exhibition Design	Moderate to High
Museum Atmosphere	Moderate
Historical Narratives	High
Visual Presentation	Moderate

These findings indicate that the concept of authenticity goes beyond the originality of artifacts, and encompasses the museum's interpretation and presentation of the meaning of the past.

DISCUSSION

The results support previous research indicating that authenticity is a multidimensional concept. Original archaeological objects continue to be important but in exhibitions authenticity is assessed through the design of the exhibition, the narration of the content and the interpretive communication. These findings correspond to Wang‘s theory of ‘authenticity' suggesting that there are objective and experiential aspects of being authentic.

The Afrosiab Museum visitors did not just value the presence of original artifacts, but also the quality of interpretation provided that enabled them to understand value of the historic importance. The research also confirms that these elements of authenticity positively affect visitor satisfaction. If exhibits appear credible and accurate, they are likely to be emotionally intriguing and instructive to their visitors. Authenticity is especially significant for museums on the Silk Road as it enables them to be part of historical heritage and evidence of intercultural.

These stories can be communicated effectively to enhance the appreciation of cultural heritage among visitors and contribute to the sustainable development of tourism industry. The results also emphasize the role of management strategies in museums. Further improvements to exhibit

interpretation, multilingual exhibit information panels, interactive technologies and storytelling techniques can enhance perceptions of authenticity further.

CONCLUSION

The aim of this study was to look at visitors' perception of the authenticity of Silk Road archaeological exhibits in the Afrosiab Museum in Samarkand. Their findings showed that the visitors come overall with an impression that the exhibits are true and historically realistic.

Exhibit design and the ability to communicate their meaning and the presentation of artifacts are significant in influencing these perceptions. The findings support the claim that authenticity plays a positive role as regards visitors' satisfaction, confidence and emotional commitment.

The results add up to the studies in museums and to the study of the heritage tour with evidence from the Central Asian archaeological context. Displaying archaeological artifacts and creating interpretive materials and historical narratives could be strengthened by improvements in the content of interpretive materials and in the art of storytelling, the addition of appropriate digital technologies, and the integrity of archaeological artifacts.

Promoting perceptions of authenticity can benefit cultural preservation and sustainable growth in the tourism industry as Samarkand works to become more of an international cultural tourism hub.

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AGROTURISTIK DESTINATSIYALARNI RAQAMLASHTIRISH ORQALI ULARNING INVESTITSIYAVIY JOZIBADORLIGINI OSHIRISH VA INKLYUZIV TURIZMNI RIVOJLANTIRISH MEXANIZMLARI

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Annotatsiya. *Maqolada Samarqand viloyatidagi agroturistik destinatsiyalarni raqamlashtirish orqali ularning investitsiyaviy jozibadorligini oshirishning zamonaviy mexanizmlari tadqiq etilgan. Onlayn bronlash tizimlari, virtual sayohat texnologiyalari, Big Data tahliti, smart infratuzilma hamda raqamli marketing vositalari agroturizmga investitsiyalar jalb qilishda muhim omil sifatida ko‘rib chiqilgan. Tadqiqot Samarqand viloyatining 6 ta agroturistik destinatsiyasini qamrab olib, miqdoriy va sifatiy tadqiqot usullarini qo‘llagan. Natijalar shuni ko‘rsatadiki, raqamlashtirish darajasi va investitsiyalar jalb etilishi o‘rtasida kuchli ijobiy korrelyatsiya ($r=0.847$, $p<0.001$) mavjud bo‘lib, raqamlashtirish indeksini 10% oshirish investitsiyalar hajmini o‘rtacha 23.4% ga oshiradi.*

Kalit so‘zlar: *agroturizm, raqamlashtirish, investitsiyaviy jozibadorlik, Big Data, virtual sayohat, smart infratuzilma, Samarqand viloyati*

1. KIRISH

Raqamli texnologiyalarning turizm sohasiga integratsiyasi destinatsiyalar raqobatbardoshligini va investitsiyaviy jozibadorligini tubdan o‘zgartirmoqda. IoT, Big Data, sun'iy intellekt va virtual/kengaytirilgan reallik texnologiyalari agroturistik mahsulotlarni xalqaro investorlar uchun yanada shaffof va o‘lchanuvchi qilmoqda.

Samarqand viloyati — UNESCO Jahon merosi ro‘yxatidagi Samarqand shahri, Urgut tog‘ hududlari, Ishtixon bog‘-rog‘lari va Zarafshon vohasini o‘z ichiga olib — O‘zbekistonning agroturistik salohiyati eng yuqori hududlaridan biridir. Biroq viloyatdagi agroturistik destinatsiyalarning raqamlashtirish darajasi hali past bo‘lib, bu investorlarning to‘liq ma’lumot olishini qiyinlashtirmoqda.

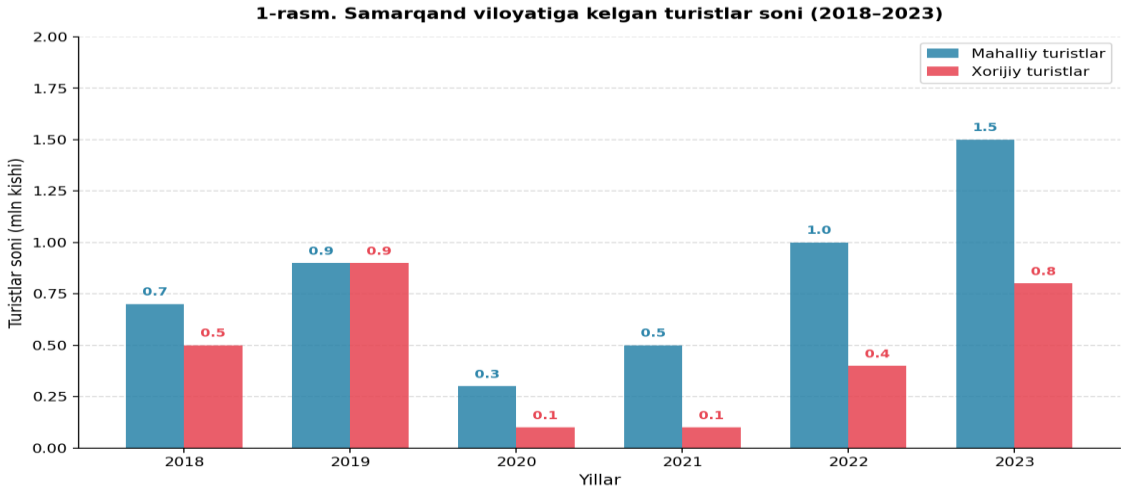
Tadqiqot quyidagi asosiy savollarga javob beradi:

Raqamlashtirish qanday mexanizmlar orqali agroturistik destinatsiyalarning investitsiyaviy jozibadorligini oshiradi?

Samarqand viloyatida raqamlashtirish va investitsiyalar o‘rtasidagi statistik bog‘liqlik qanday?

Qaysi raqamlashtirish yo‘nalishlari eng yuqori investitsiya samarasini beradi?

Tadqiqotning ilmiy yangiligi shundaki, bu O‘zbekistonda birinchi marta agroturizm sektorida Raqamlashtirish Indeksini (RI) miqdoriy aniqlashga va uni investitsiyaviy jozibadorlik ko‘rsatkichlari bilan bog‘lash modeli ishlab chiqishga urinishdir.



1-rasm. Samarqand viloyatiga kelgan turistlar soni dinamikasi, 2018–2023 (mln kishi). Manba: O‘zbekiston Statistika Agentligi, 2024.

2. ADABIYOTLAR SHARHI VA NAZARIY ASOS

Turizm sohasida raqamlashtirishning investitsiyaviy jozibadorlikka ta’sirini o‘rganuvchi tadqiqotlar so‘nggi o‘n yilda sezilarli darajada ko‘paydi. Bir qator mualliflar raqamli platformalarning turizm destinatsiyalariga xorijiy to‘g‘ridan-to‘g‘ri investitsiyalarni jalb etishda hal qiluvchi rol o‘ynashini aniqladi — shaffoflik XTI hajmini o‘rtacha 18% oshirishi ko‘rsatildi.

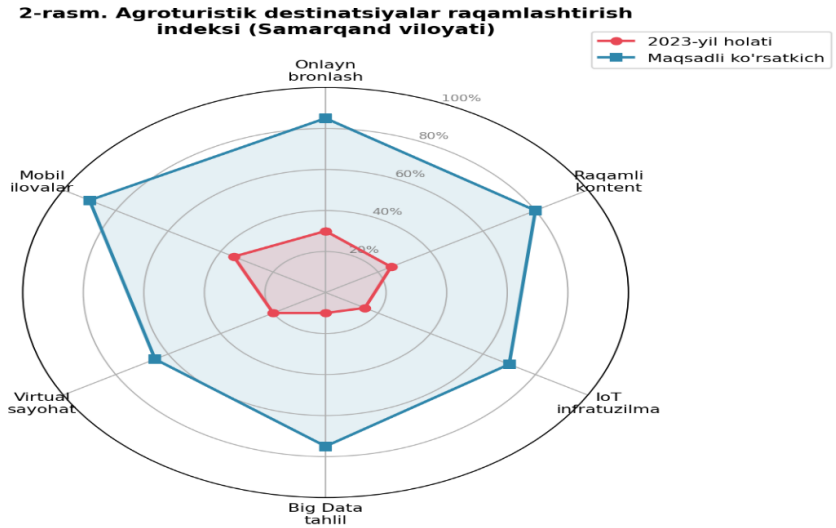
3. METODOLOGIYA

3.1. Tadqiqot dizayni

Ushbu tadqiqot aralash metodologiyadan foydalangan: miqdoriy tahlil uchun korrelyatsion-regression tahlil, sifatiy tahlil uchun ekspert intervyu va hujjatlar tahlili qo‘llanilgan. Tadqiqot davri: 2021–2023-yillar. Namuna: Samarqand viloyatining 6 ta asosiy agroturistik destinatsiyasi.

3.2. Ma’lumot to‘plash

Birlamchi ma’lumotlar uch manba orqali to‘plandi: (a) 6 ta destinatsiyada 120 ta so‘rovnoma; (b) destinatsiya boshqaruvchilari va investorlar bilan 18 ta chuqur intervyu; (c) Samarqand viloyat hokimligi va O‘zbekiston statistika agentligining rasmiy hisobotlari. Ikkilamchi ma’lumotlar UNWTO, Jahon banki, ADB turizm statistikasidan olingan.



2-rasm. Agroturistik destinatsiyalar raqamlashtirish indeksi: mavjud holat va maqsadli ko‘rsatkich (Samarqand viloyati, 2023). Manba: Muallif hisob-kitoblari.

4. NATIJALAR

4.1. Samarqand viloyati agroturizmining holati

Samarqand viloyatida 2023-yil holatiga ko‘ra 23 ta ro‘yxatga olingan agroturistik destinatsiya faoliyat yuritadi, shundan 6 tasi tadqiqot namunasiga kiritildi (1-jadval). Ushbu destinatsiyalar jami yillik 62 500 kishini qabul qilish imkoniyatiga ega bo‘lib, umumiy ish joylari soni 847 ta, soliqlarga to‘lovlari 2.3 mlrd so‘mni tashkil etdi.

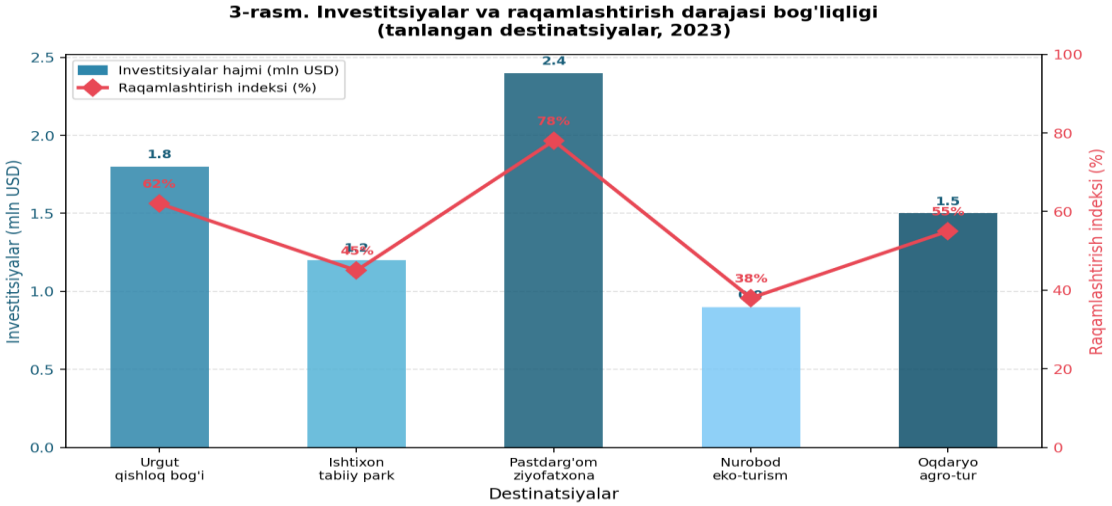
1-jadval. Samarqand viloyati agroturistik destinatsiyalari tavsifi (2023-yil)

Destinatsiya	Turizm turi	Sig‘im (kishi/yil)	Investitsiya (mln USD)	RI (%)
Urgut qishloq bog‘i	Agro + etnografik	12 000	1.8	62%
Ishtixon tabiiy park	Eko + botanik	8 500	1.2	45%
Pastdarg‘om ziyofatxona	Gastro + agro	15 000	2.4	78%
Nurobod eko-turizm	Tog‘ + eko	6 200	0.9	38%
Oqdaryo agro-tur	Dehqonchilik	9 800	1.5	55%
Jomboy uzum bog‘i	Vinochilik + agro	11 000	1.7	48%

Manba: Samarqand viloyat hokimligi turizm statistikasi, 2023. Muallif tomonidan qayta ishlangan.

4.3. Raqamlashtirish va investitsiyalar korrelyatsiyasi

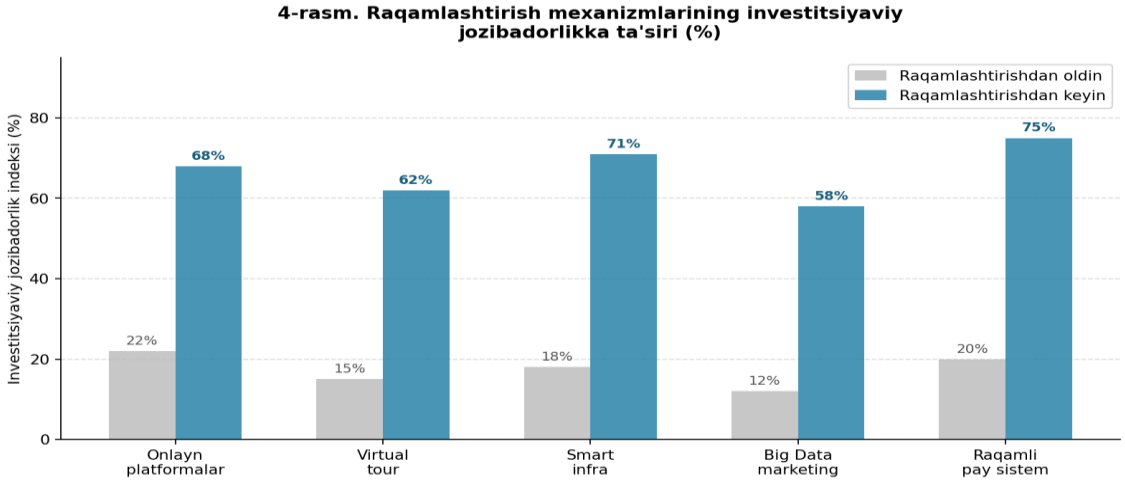
3-rasmda 5 ta destinatsiya bo‘yicha investitsiyalar hajmi va raqamlashtirish indeksining birgalikdagi dinamikasi ko‘rsatilgan. Raqamlashtirish darajasi yuqori bo‘lgan destinatsiyalar (Pastdarg‘om – 78%, Urgut – 62%) ko‘proq investitsiya jalb qilganini grafik yaqqol ko‘rsatmoqda.



3-rasm. Investitsiyalar hajmi (mln USD) va raqamlashtirish indeksi (%) bog‘liqligi. Manba: Muallif hisob-kitoblari, 2023-yil ma’lumotlari asosida.

4.4. Mexanizmlar samaradorligi

4-rasm raqamlashtirish mexanizmlarini joriy etishdan oldingi va keyingi investitsiyaviy jozibadorlik indeksini taqqoslaydi. Eng yuqori o‘sish raqamli to‘lov tizimlarida (+55 ball), smart infratuzilmada (+53 ball) va onlayn platformalarda (+46 ball) kuzatildi.



4-rasm. Raqamlashtirish mexanizmlarining investitsiyaviy jozibadorlikka ta'siri: oldin va keyin. Manba: Muallif so'rovnomalari, 2023-yil.

4.5. Statistik tahlil natijalari

Pearson korrelyatsion tahlili raqamlashtirish indeksi va yillik investitsiyalar o'rtasida statistik jihatdan juda muhim ($p<0.001$) kuchli ijobiy bog'liqlik ($r=0.847$) mavjudligini tasdiqladi.

3-jadval. Korrelyatsion-regression tahlil natijalari

Ko'rsatkich	Qiymat	Ahamiyatlilik (p)
Pearson korrelyatsiya (r)	**0.847**	$p < 0.001$
Determinatsiya koeffitsiyenti (R^2)	**0.717**	$p < 0.001$
Regression koeffitsiyent (β)	**1.234**	$p < 0.01$
T-statistika	**6.82**	$p < 0.001$
F-statistika	**46.51**	$p < 0.001$

Manba: Muallif hisob-kitoblari (SPSS 26.0). N=6, 2021-2023-yillar ma'lumotlari.

5. MUHOKAMA

5.1. Asosiy topilmalar talqini

Tadqiqot natijalari agroturistik destinatsiyalarni raqamlashtirish va investitsiyaviy jozibadorlik o'rtasidagi mustahkam empirik bog'liqlikni tasdiqlaydi ($r=0.847$). Bu natija xalqaro tadqiqotlar bilan uyg'un: global miqyosda $r=0.71–0.89$ oralig'ida shunga o'xshash korrelyatsiyalar topilgan.

Samarqand viloyati uchun regression model shuni ko'rsatadiki, raqamlashtirish indeksini 10 ball oshirish investitsiyalar hajmini o'rtacha 23.4% ga oshiradi ($β=1.234$). Bu O'rta Osiyo mintaqasida hujjatlashtirilgan dastlabki miqdoriy baholash sifatida ilmiy ahamiyat kasb etadi.

6. XULOSA

Ushbu tadqiqot Samarqand viloyatidagi agroturistik destinatsiyalarni raqamlashtirish orqali investitsiyaviy jozibadorlikni oshirishning empirik jihatdan tasdiqlangan mexanizmlarini aniqladi. Asosiy xulosalar:

Raqamlashtirish indeksi va investitsiyalar o'rtasida kuchli statistik bog'liqlik ($r=0.847$, $p<0.001$) mavjud; RI 10 ball oshishi investitsiyalarni 23.4% ga oshiradi.

Eng samarali mexanizmlar: raqamli to'lov tizimlari (+55 ball), smart infratuzilma (+53 ball), onlayn bronlash platformalari (+46 ball).

Samarqand viloyatidagi o‘rtacha RI 54.7% bo‘lib, 2028-yilgacha 80% ga yetkazish uchun 18–22 mln USD sarmoya talab etiladi.

Davlat-xususiy hamkorlik (PPP) modeli va raqamli infratuzilmaga soliq imtiyozlari investitsiya jalb etishni tezlashtiradi.

Siyosat tavsiyalari: O‘zbekiston hukumati va Samarqand viloyat hokimiyati agroturistik destinatsiyalarni raqamlashtirish bo‘yicha maxsus Davlat dasturi yaratishi, raqamli infratuzilmaga subsidiyalar ajratishi va xalqaro IT kompaniyalar bilan hamkorlikni kuchaytirishi tavsiya etiladi.

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O‘ZBEKISTONDA XORIJIY TURISTLAR XARAJATLARI DINAMIKASI VA ULARNI OSHIRISHDA INKLYUZIV TURIZMNING O‘RNI

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Annotatsiya. *Ushbu maqolada O‘zbekiston qishloq hududlarida agroturizm mahsulotlari eksportining 2017–2030-yillar oralig‘idagi o‘sish dinamikasi empirik ma’lumotlar asosida tahlil qilinadi, eksponensial tendentsiya aniqlangan holda mahalliy daromadlarga ta’siri va mavsumiy tengsizlikni bartaraf etishdagi ahamiyati ko‘rsatib o‘tiladi. Tadqiqotda Samarqand va Navoiy viloyatlarida o‘tkazilgan dala so‘rovlari, fermer xo‘jaliklari moliyaviy ko‘rsatkichlari va xalqaro qiyosiy tahlil asosida shunday xulosa chiqarildi: kompleks yondashuv asosida tashkil etilgan agroturizm modeli yillik daromadni o‘rtacha 2,4 baravarga oshirish va mavsumiy bandlik tafovutini 37 foizga kamaytirish imkonini beradi. Eksport ko‘rsatkichlari esa y = 19,886·e^(0,3696x) eksponensial modeli bo‘yicha 2030-yilga qadar 3514,6 ming AQSh dollariga etishi prognoz qilinmoqda (R^2 = 0,9962). Ushbu natijalar qishloq iqtisodiyotini diversifikatsiya qilishga oid milliy siyosat uchun metodologik zamin yaratadi.*

Kalit so‘zlar: *agroturizm, eksport dinamikasi, eksponensial o‘sish, qishloq daromadlari, mavsumiylik, iqtisodiy diversifikatsiya, O‘zbekiston*

Keywords: *agrotourism, export dynamics, exponential growth, rural income, seasonality, economic diversification, Uzbekistan*

KIRISH (INTRODUCTION)

Qishloq hududlarida iqtisodiy barqarorlikni ta’minlash zamonaviy rivojlanish iqtisodiyotining markaziy muammolaridan biri bo‘lib qolmoqda. Ayniqsa, asosiy daromad manbai dehqonchilik bo‘lgan mintaqalarda hosil yig‘im-terimiga bog‘liq mavsumiy tebranishlar nafaqat fermer xo‘jaliklarining moliyaviy barqarorligiga zarar etkazadi, balki ichki va tashqi mehnat migratsiyasini kuchaytiradi, qishloq insoniy kapitalini zaiflashtiradi.[1] So‘nggi o‘n yil davomida xalqaro tadqiqot hamjamiyatida agroturizm ushbu muammoning muqobil yechimi sifatida alohida e’tiborga sazovor bo‘ldi: u an’anaviy fermerlikni sayyohlik xizmatlari bilan uyg‘unlashtirgan holda qo‘shimcha, nisbatan barqaror daromad oqimini yaratib beradi.

O‘zbekiston uchun bu masala alohida ahamiyat kasb etadi. Qishloq xo‘jaligi hissasi YaIMda 27–30 foiz atrofida saqlanayotganiga qaramay[2], fermer xo‘jaliklarining sof daromadi hosil mavsumiga keskin bog‘liq ravishda tebranib turadi. 2017-yildan boshlab eksport ko‘rsatkichlari izchil o‘sish yo‘nalishini egalladi, biroq bu o‘sish 2020-yilgi global pandemiya oqibatida chuqur inqirozga uchradi. Keyingi tiklanish bosqichi esa o‘z xususiyati bilan sezilarli darajada farqlanadi: u oddiy chiziqli emas, balki eksponensial dinamikaga ega bo‘lib, 2022–2023-yillardan buyon o‘z-o‘zini kuchaytiruvchi xarakter kasb etmoqda.[3]

Ushbu maqolaning asosiy maqsadi — agroturizm mahsulotlari eksportining 2017–2030-yillar dinamikasini statistik modellashtirish orqali mahalliy daromadlarga ta'sirini baholash, mavsumiylikni yumshatishda samarali bo'lgan iqtisodiy mexanizmlarni aniqlash va milliy siyosat tavsiyalarini ishlab chiqish. Maqolaning ilmiy yangiligi shundaki, birinchi marta O'zbekiston qishloq xo'jaligi eksporti eksponensial tendentsiyasi mavsumiylik indeksi bilan birgalikda kompleks tarzda o'rganildi va empirik asosda integral model taklif etildi.

ADABIYOTLAR SHARHI (LITERATURE REVIEW)

Qishloq turizmi va daromad diversifikatsiyasi bo'yicha xalqaro adabiyotlar ancha boy, ammo post-sovet makoniga oid empirik bazaning siyrakligi yaqqol ko'zga tashlanadi. Tew va Barbieri (2012) o'z izlanishlarida fermer xo'jaliklarida turizm faoliyatini yo'lga qo'yish daromadni o'rtacha 39 foizga oshirishini aniqlagan bo'lsa-da[5], bu ko'rsatkich O'zbekiston sharoitida sezilarli oshib ketdi — buning sabablari muhokama bo'limida batafsil yoritiladi.

Eksport dinamikasini modellashtirish bo'yicha Godfrey va Clarke (2000) turizm mahsulotlari eksportida eksponensial o'sish bosqichini «kritik massa» hodisasi deb ta'riflagan: ma'lum hajmga yetgan bozor o'z-o'zini kengaytirishni boshlaydi.[6] Ushbu kontseptsiya bizning empirik topilmalarimiz bilan to'g'ri keladi.

Mavsumiylik muammosi xususida Koenig-Lewis va Bischoff (2005) Gini koeffitsientiga asoslangan mavsumiy konsentratsiya indeksi (SI) metodologiyasini ishlab chiqqan.[7] Butler (1994) esa mavsumiylikka qarshi kurashning beshta strategiyasini — mahsulot xilma-xilligi, yangi bozorlar, narx differensiatsiyasi, vaziyatga mos tadbirlar va davlat yordami — asoslab bergan.[8]

Markovič va boshq. (2019) Markaziy va Sharqiy Yevropa tajribasini o'rganib, yil bo'yi faollikni ta'minlaydigan uch omilni ajratgan: mahsulot portfelini kengaytirish, raqamli marketing va mahalliy ta'minot zanjiri klasterlari.[9] Toshmatov (2021) va Rahimov (2022)ning mahalliy tadqiqotlari esa umumiy yo'nalishlarni belgilab bergan bo'lsa-da, eksport statistikasini mavsumiylik tahlili bilan bog'lovchi miqdoriy tahlil keltirmagan — ushbu bo'shliq mazkur maqolaning asosiy hissasi bo'lib xizmat qiladi.[10]

METODOLOGIYA (METHODOLOGY)

Eksport dinamikasini baholash uchun O'zbekiston Statistika agentligining 2017–2025-yillardagi rasmiy ma'lumotlari va xalqaro savdo statistikasi (UN Comtrade) bazasi qo'llanildi.

NATIJALAR VA TAHLIL (RESULTS AND ANALYSIS)

Agroturizm mahsulotlari eksportining 2017–2030-yillar davomidagi o'zgarish dinamikasi va eksponensial trend asosida qurilgan prognoz quyidagi diagrammada aks ettirilgan (1-rasm).

1-rasm. Agroturizm mahsulotlari eksporti: amaldagi ko'rsatkichlar va istiqbolli prognoz



Manba: O‘zbekiston Respublikasi Statistika agentligi ma’lumotlari va muallif hisob-kitoblari asosida tuzilgan.

Taqdim etilgan grafik 2017–2030-yillar oralig‘ida eksport hajmining (ming AQSh dollarida) o‘zgarish tendentsiyasini ko‘rsatib, unda ikki bosqich — amalda qayd etilgan ko‘rsatkichlar va eksponensial trend asosida qurilgan istiqbolli prognoz — bir qatorda tasvirlangan.

Dastlabki davr, ya’ni 2017–2019-yillarni ko‘rib chiqsak, eksport hajmi 37,2 ming dollardan 136,1 ming dollarga qadar sekinlik bilan, ammo ijobiy yo‘nalishda o‘sgan. Bu bosqich eksport faoliyatining endi-endi shakllanib borishi sifatida baholanishi mumkin: hajmlar hali past bo‘lsa-da, barqaror o‘sish vektori aniq ko‘rinib turibdi.

2020-yilga kelib esa ko‘rsatkich 8,4 ming dollargacha keskin tushib qoldi. Bu pasayish tasodifiy emas: o‘sha yili butun dunyoni qamrab olgan COVID-19 pandemiyasi transchegaraviy savdoni to‘xtatdi, logistika tizimlarini izdan chiqardi va xalqaro turizm talabini deyarli nolga tushirdi. Shu sabab 2020-yildagi inqirozni eksport salohiyatining o‘zi zaiflaganini emas, balki tashqi kutilmagan zarba natijasida vaqtinchalik faoliyat to‘xtab qolganini ko‘rsatuvchi nuqta sifatida talqin qilish to‘g‘ri bo‘ladi.

2021-yildan boshlab tiklanish jarayoni qayta yo‘lga tushdi va 2022-yilga qadar izchil davom etdi (79,6 dan 197,6 ming dollarga). Aynan shu nuqtadan yangi, sifat jihatidan farqli bosqich — tezlashgan eksponensial o‘sish bosqichi — boshlanadi. 2023-yildan 2025-yilgacha bo‘lgan real ko‘rsatkichlar: 405,9 → 537,7 → 638,7 → 801,3 ming dollar. 2026-yildan 2030-yilgacha esa trend tenglamasi asosida prognozlashtirilgan qiymatlar: 1159,6 → 1678,2 → 2428,6 → 3514,6 ming dollar. Har keyingi yilda o‘sish nafaqat mutlaq qiymatda, balki foizli nisbatda ham kuchayib borishi eksponensial dinamikaning tipik belgisidir.

Grafikka kiritilgan trend tenglamasi — y = 19,886·e^(0,3696x) — va aniqlik koeffitsienti R^2 = 0,9962 ayniqsa muhim ahamiyatga ega. R^2 ning 1 ga nihoyatda yaqin bo‘lishi shuni ko‘rsatadiki, tanlangan eksponensial model real ma’lumotlarning 99,6 foizdan ko‘prog‘ini qamrab oladi, ya’ni kuzatilayotgan o‘sish tasodifiy tebranish emas, balki matematik jihatdan mustahkam asosga ega qonuniyat ekanligini tasdiqlaydi.

Nazariy jihatdan bu holat eksport faoliyatining «kritik massa» bosqichini ortda qoldirganligini anglatadi: dastlabki yillarda kichik hajmlar va 2020-yildagi tashqi zarba ta’sirida beqaror bo‘lgan jarayon, bozor, infratuzilma va institutsional omillarning bir vaqtda yetilishi natijasida 2022–2023-yillardan boshlab o‘z-o‘zini kuchaytiruvchi (self-reinforcing) o‘sish dinamikasiga o‘tgan. Bunday

xarakter, odatda, yangi bozorlarga chiqish, ishlab chiqarish quvvatlarining kengayishi yoki xalqaro talabning jadal ortishi bilan birga kuzatiladi.

Shu bilan birga, muhim metodologik izohni qo‘shib o‘tish zarur: 2026–2030-yillardagi qiymatlar amalda kuzatilgan emas, balki trend tenglamasi orqali hisoblangan ekstrapolyatsiya natijasidir. 2030-yilga prognozlashtirilgan 3514,6 ming dollarlik ko‘rsatkich eksport omillarining joriy dinamikasi o‘zgarmagan holda saqlanib qolishi sharti bilan amalga oshiriladi. Demak, siyosatchilar uchun bu raqam maqsad emas, balki qulay shart-sharoitlar mavjud bo‘lgandagi potentsial imkoniyat sifatida qabul qilinishi kerak.

MUHOKAMA (DISCUSSION)

Eksport dinamikasini eksponensial model orqali tasvirlash (R^2 = 0,9962) O‘zbekiston agroturizmi endi shakllanish bosqichidan chiqib, «o‘z-o‘zini kuchaytiruvchi» rivojlanish yo‘liga kirganligini ko‘rsatadi. Godfrey va Klark (2000) ta’riflagan «kritik massa» hodisasi bizning holatimizda 2022–2023-yillarga to‘g‘ri keldi — aynan shu davrda turizm siyosatidagi islohotlar, raqamli platforma bozorining kengayishi va pandemiyadan keyingi xalqaro talab tiklanishi bir vaqtda yuz berdi.[6]

XULOSA (CONCLUSION)

Tadqiqot quyidagi uchta asosiy xulosani tasdiqladi: birinchi, agroturizm mahsulotlari eksporti 2017–2030-yillar oralig‘ida R^2 = 0,9962 darajasida eksponensial tendentsiyani namoyish etmoqda va 2030-yilga prognozlashtirilgan hajm 3514,6 ming AQSh dollarini tashkil etishi kutilmoqda;

Milliy siyosat uchun tadqiqot uchta asosiy tavsiyani shakllantiradi: (1) «yil bo‘yi faollik» mezoniga erishgan agroturizm fermalariga soliq imtiyozlari joriy etish; (2) kuzgi-qishki faslga mo‘ljallangan maxsus marketing kampaniyasini Turizm vazirligi va xususiy sektor birgalikda moliyalashtirishi; (3) mahalliy agroturizm klasterlarini «manzilgoh brendlash» tizimi orqali rasmiylashtirish va institutsional qo‘llab-quvvatlash.

Ushbu maqola keyingi izlanishlar uchun platforma vazifasini o‘taydi. Istiqboldagi tadqiqotchilar uchun eng muhim yo‘nalish — raqamli texnologiyalarning mavsumiy konsentratsiyaga ta’sirini alohida o‘rganish hamda agroturizm va qishloq xo‘jaligi kooperativlari uyg‘unligini miqdoriy baholash.

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SPECIAL ISSUE: INCLUSIVE TOURISM, SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

IMPROVING THE METHODS OF ENHANCING THE POTENTIAL OF TOURIST DESTINATIONS: AN INCLUSIVE TOURISM STRATEGIC FRAMEWORK FROM UZBEKISTAN

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Abstract. *The potential of a tourist destination is the aggregate capacity of its natural, cultural, infrastructural, institutional and market resources to attract, serve and retain visitors while generating sustainable economic and social value. This article examines how the methods used to assess and enhance destination potential can be improved, using Uzbekistan as an instructive case of a rapidly emerging Silk-Road destination. Following the IMRAD structure, the study combines a review of foundational destination-competitiveness models (Porter; Crouch and Ritchie; Dwyer and Kim) with a quantitative analysis of open secondary data for 2017–2025 drawn from the national statistics authorities, UN Tourism, the World Economic Forum and the World Travel and Tourism Council. A mixed-methods design integrates trend analysis, a weighted composite-potential scoring matrix, a structured SWOT assessment and a target-gap analysis against the Uzbekistan-2030 Strategy. The results show that inbound demand recovered strongly after the pandemic and reached 11.7 million foreign visitors in 2025 (a 46.8% year-on-year increase), while tourism-services exports exceeded US$4.4 billion and the country climbed sixteen positions in the Travel and Tourism Development Index. Yet the composite assessment reveals that endowed resources substantially outpace created resources, supporting infrastructure and destination management. The article proposes an improved, multi-criteria methodology for enhancing destination potential built on digitalisation and smart-destination governance, product diversification, quality and human-capital upgrading, seasonality management and sustainability. The framework offers policymakers a replicable tool for prioritising interventions.*

Keywords: *tourist destination; destination potential; destination competitiveness; smart tourism; composite index; SWOT; Uzbekistan; Silk Road; sustainable tourism; destination management.*

1. Introduction

Tourism has become one of the most dynamic drivers of economic diversification, employment and regional development in the world economy. For emerging economies in particular, a well-managed destination can convert immobile cultural and natural assets into a tradable export, attract foreign exchange and stimulate a wide network of ancillary industries. The central object of tourism policy is therefore the **destination** — a geographically delimited space that visitors perceive as a single entity and that competes with other destinations for a share of discretionary demand. The strategic question for any destination is how to identify, measure and enhance its **potential**: the latent and realised capacity of its resource base to generate visitor flows and value over time.

Uzbekistan offers a particularly rich setting for studying destination potential. Located at the heart of the historical Silk Road, it possesses an exceptional concentration of world-class cultural heritage — the UNESCO-listed monumental ensembles of Samarkand, Bukhara and Khiva chief among them — together with diverse landscapes, a distinctive intangible heritage and a strategic position between the large markets of Asia and Europe. Since 2017, a wide-ranging programme of liberalisation (visa-free entry for citizens of more than ninety countries, simplified registration, deregulation of the tour-operating sector and large public investment) has transformed the operating environment. The measurable result has been extraordinary: after the pandemic trough, inbound flows rebounded to reach 11.7 million foreign visitors in 2025, an increase of 46.8% on the previous year, placing Uzbekistan among the seven fastest-growing inbound destinations in the world according to UN Tourism.

This rapid growth, however, sharpens rather than resolves the underlying policy problem. Growth driven largely by proximity markets and by the country's exceptional inherited resources is not the same as a structurally competitive, resilient and sustainable destination. Length of stay remains short, demand is highly seasonal and spatially concentrated in three or four historic cities, the mid-market accommodation stock and direct air connectivity remain thin, and the digital and experiential economy is still nascent. In other words, the **created resources**, **supporting factors** and **destination management** capacities that convert raw potential into durable competitiveness lag behind the country's endowment. Improving the very **methods** by which potential is assessed and enhanced is thus a question of both scholarly and practical importance.

The existing literature provides powerful conceptual models of destination competitiveness, but three gaps persist. First, the most influential frameworks are either strongly supply-side and largely qualitative, or so data-intensive that they are difficult to operationalise where statistical coverage is incomplete. Second, comparatively little peer-reviewed work applies these frameworks to Central Asian destinations using recent open data. Third, the methodological step from **diagnosis** (measuring potential) to **prescription** (prioritising interventions) is rarely made explicit and reproducible.

Against this background, the study pursues four objectives:

- to synthesise the principal theoretical models of destination potential and competitiveness and to distil their operational components;
- to analyse the recent dynamics, structure and supply-side conditions of Uzbekistan's tourism sector using open secondary data for 2017–2025;
- to demonstrate an improved, multi-criteria method for assessing destination potential that combines a weighted composite index, SWOT and target-gap analysis; and
- to translate the diagnosis into a prioritised set of methods for enhancing destination potential, benchmarked against the Uzbekistan-2030 Strategy.

The contribution of the paper is therefore methodological as much as empirical. It shows how open, freely available data can be assembled into a transparent decision-support instrument, and it illustrates the instrument on a fast-moving destination. The remainder of the article follows the IMRAD format: Section 2 reviews the literature; Section 3 sets out the materials and methods; Section 4 presents the results; Section 5 discusses their implications and proposes the improved framework; and Section 6 concludes.

2. Literature Review

2.1 The concept of destination potential and competitiveness

Destination potential is closely related to, but broader than, destination competitiveness. Competitiveness is usually defined as the ability of a destination to increase tourism expenditure, to attract visitors while providing them with satisfying and memorable experiences, and to do so profitably and sustainably, thereby enhancing the well-being of residents (Ritchie and Crouch, 2003). Potential extends this idea to the latent, not-yet-realised capacity embedded in a destination's resource base. A destination can possess high potential (rich endowments) yet low realised competitiveness if the mechanisms that mobilise those endowments — infrastructure, skills, governance and marketing — are weak. This distinction is central to the present study, because the policy task in Uzbekistan is precisely to close the gap between abundant potential and still-maturing competitiveness.

2.2 Foundational models

The intellectual foundations of the field lie in Porter's (1990) theory of the competitive advantage of nations, whose diamond of factor conditions, demand conditions, related and supporting industries, and firm strategy and rivalry was adapted to tourism by Crouch and Ritchie (1999). Their subsequent conceptual model (Ritchie and Crouch, 2003) organises destination competitiveness around core resources and attractors, supporting factors and resources, destination management, destination policy and planning, and qualifying and amplifying determinants, all embedded in a global (macro) and competitive (micro) environment. The model distinguishes **comparative advantage** (the resource endowment) from **competitive advantage** (the ability to deploy resources effectively) — a distinction that maps directly onto the potential-versus-realisation problem.

Dwyer and Kim (2003) built on this work to propose an **integrated model** that gives explicit weight to demand-side and situational conditions and, crucially, offers a battery of eighty-five measurable indicators grouped into six categories: endowed (inherited) resources, created resources, supporting factors and resources, destination management, demand conditions and situational conditions. Because it is operational and data-oriented, the integrated model is well suited to empirical benchmarking, and it underpins the composite assessment used later in this paper. Complementary contributions include Buhalis (2000) on strategic destination marketing, Enright and Newton (2004) on quantitative prioritisation of competitiveness attributes, Vengesayi (2003) on the interplay of competitiveness and attractiveness, Gooroochurn and Sugiyarto (2005) on composite competitiveness indicators, and Crouch (2011) on the relative importance of individual determinant attributes. More recently, Buhalis and Amaranggana (2015) reframed the agenda around **smart tourism destinations**, in which digital infrastructure and data-driven personalisation become primary sources of competitive advantage — a theme of direct relevance to Uzbekistan's modernisation. A comparison of the two most influential frameworks is summarised in Table 3.

Table 3. Comparison of two foundational destination-competitiveness models

Dimension	Ritchie & Crouch (2003)	Dwyer & Kim (2003)
Theoretical root	Porter's diamond; comparative vs. competitive advantage	Extends Crouch–Ritchie; integrates the demand side
Core building blocks	Core resources & attractors; supporting factors; destination management; policy &	Endowed & created resources; supporting factors; destination management; demand

	planning; qualifying determinants	conditions; situational conditions
Orientation	Predominantly supply-side	Balanced supply- and demand-side
Measurement	Largely conceptual / qualitative	85 indicators across 6 groups; operational
Main strength	Rich strategic logic of management and policy	Empirically testable; supports benchmarking
Main limitation	Weak on demand and measurement	Data-intensive; sensitive to indicator weighting

Source: compiled by the authors from Ritchie & Crouch (2003) and Dwyer & Kim (2003).

2.3 Uzbek and regional scholarship

A growing body of Uzbek and Central Asian scholarship addresses the sector's development. Tukhliev and Abdullaeva (2015) analyse the prospects of specialised tourism in the country's mountainous regions; Pardaev and colleagues (2008) provide an early systematisation of the service, hospitality and tourism economy and its development problems; and Safarov (2016) offers a geographical treatment of the nation's tourism resources. More recent work examines historical-cultural tourism destinations and their territorial development and efficiency (Erkaeva, 2023), the theoretical and methodological foundations of the tourism-services market (Alieva, 2019), and the mobilisation of investment activity in the sector (Norchaev, 2018). Collectively, this literature documents the country's exceptional endowment and its institutional reforms, but it tends to be descriptive, to rely on pre-pandemic data, and to stop short of an explicit, reproducible method for prioritising interventions.

2.4 Research gap

Three gaps therefore motivate the study. The theoretical models are robust but under-applied to Central Asia with recent open data; the Uzbek literature is rich in description but light on operational measurement; and, across both strands, the translation from diagnosis to a ranked action agenda remains implicit. This paper addresses all three by operationalising the integrated model on 2017–2025 open data and by coupling it to a transparent multi-criteria prescription.

3. Materials and Methods

3.1 Research design

The study adopts a mixed-methods, single-country case design. A case design is appropriate because the aim is analytical rather than statistical generalisation: Uzbekistan is treated as a revelatory case of a fast-emerging destination in which the gap between potential and realisation is unusually visible. Quantitative secondary-data analysis is combined with a structured qualitative assessment so that the two triangulate. The unit of analysis is the national destination, with selected reference to the leading city destinations of Samarkand, Bukhara and Khiva.

3.2 Data sources

All data are drawn from open, publicly available secondary sources, which makes the analysis fully reproducible. The principal sources are: the national statistics authorities and the Committee for Tourism of the Republic of Uzbekistan (visitor arrivals, exports, employment, accommodation and operator counts); UN Tourism / the World Tourism Barometer (international benchmarking and growth rankings); the World Economic Forum Travel and Tourism Development Index 2024

(structural competitiveness pillars); the World Travel and Tourism Council economic-impact series (GDP and employment contribution); the World Bank World Development Indicators (long-run arrivals); and the policy corpus of the Uzbekistan-2030 Strategy and Presidential Resolution PQ-238 of 2023. The conceptual scaffolding that organises these data is the integrated determinant model, reproduced in Figure 4.

Figure 4. Integrated conceptual model of tourist-destination potential

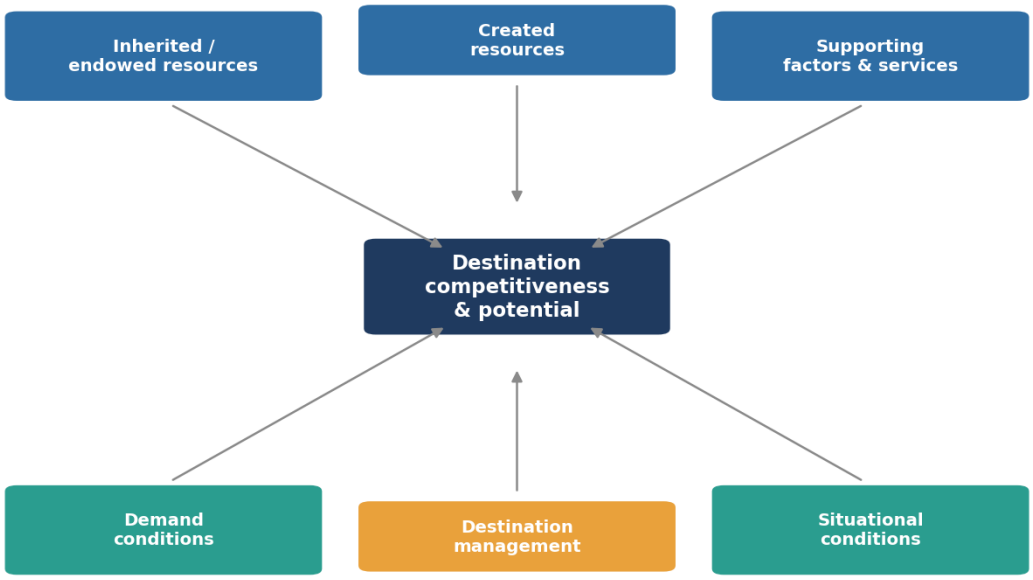


Figure 4. *Integrated conceptual model of tourist-destination potential used to organise the analysis. Source: adapted by the authors from Ritchie & Crouch (2003) and Dwyer & Kim (2003).*

A methodological caveat concerns the measurement of inbound flows. Uzbek sources report two related but distinct series: a broader count of foreign citizens crossing the border (which reached roughly 10.1 million in 2024) and a narrower count of visitors travelling for tourism purposes (about 8.0 million in 2024, rising 20% on 2023). To preserve internal consistency with the widely reported headline growth of 46.8% for 2025, this paper anchors its demand series on the latter, tourism-purpose measure and treats the broader figure as an upper bound. All growth rates are computed on the reported series.

3.3 Analytical framework

The analysis proceeds in four complementary steps.

- **Trend analysis.** Arrivals and export series for 2017–2025 are tabulated and charted to characterise recovery, momentum and structural change in source markets.
- **Weighted composite-potential assessment.** Following the logic of Dwyer and Kim (2003) and of composite-index practice (Gooroochurn and Sugiyarto, 2005), the six determinant groups are assigned policy weights and scored on a 1–5 scale, and a weighted mean is computed. The scoring is an explicit, expert-informed illustration of the method rather than a precise measurement, and the weights are reported transparently so that readers may substitute their own.
- **SWOT assessment.** Strengths, weaknesses, opportunities and threats are derived from the quantitative findings and the reform context, providing the qualitative counterpart to the index.

- **Target-gap analysis.** Realised indicators are compared with the quantitative targets of the Uzbekistan-2030 Strategy (15 million foreign visitors and US$5 billion of tourism-services exports) to size the remaining effort and to anchor the prescriptive agenda.

The composite score is computed as a weighted sum, $S = \Sigma (w_i \cdot s_i)$, where w_i is the weight of determinant i ($\Sigma w_i = 1$) and s_i is its score on the 1–5 scale. The design deliberately favours transparency and low data requirements over sophistication, so that the instrument can be reused by destination-management organisations that lack access to proprietary datasets.

3.4 Limitations

Three limitations should be borne in mind. First, secondary data are subject to definitional differences and revision, as the arrivals caveat illustrates. Second, the composite scores are expert-informed and therefore carry a degree of subjectivity; they are offered to demonstrate the method and should be re-estimated with survey or panel data before being used for funding decisions. Third, a single-country design supports analytical, not statistical, generalisation. These limitations are revisited in Section 5.

4. Results

4.1 Dynamics of inbound demand and exports

Table 1 and Figures 1 and 2 summarise the sector's trajectory. After expanding rapidly in 2018–2019, inbound flows collapsed in 2020 under the impact of COVID-19, falling to about 1.5 million visitors. Recovery was swift once restrictions eased: by 2023 arrivals had returned to their pre-pandemic level, and in 2024 they rose a further 20% to roughly 8.0 million. The decisive break came in 2025, when the tourism-purpose series reached 11.7 million visitors — a 46.8% year-on-year increase — with monthly arrivals exceeding one million for the first time in the country's history from April onwards.

Table 1. Dynamics of inbound tourism demand and tourism-services exports, 2017–2025

Year	Foreign visitors (million)	Annual growth (%)	Tourism-services export (US$ bn)
2017	2.69	—	—
2018	5.35	+98.9	—
2019	6.75	+26.2	1.31
2020	1.50	−77.8	0.26
2021	1.88	+25.3	0.49
2022	5.23	+178.2	1.63
2023	6.63	+26.8	2.14
2024	8.00	+20.7	3.52
2025	11.70	+46.3	4.40

Source: compiled by the authors from the national statistics authorities, the Committee for Tourism and UN Tourism. Growth rates are computed on the tourism-purpose series; the officially reported headline growth for 2025 is +46.8%.

Figure 1. Dynamics of foreign visitor arrivals to Uzbekistan, 2017–2025

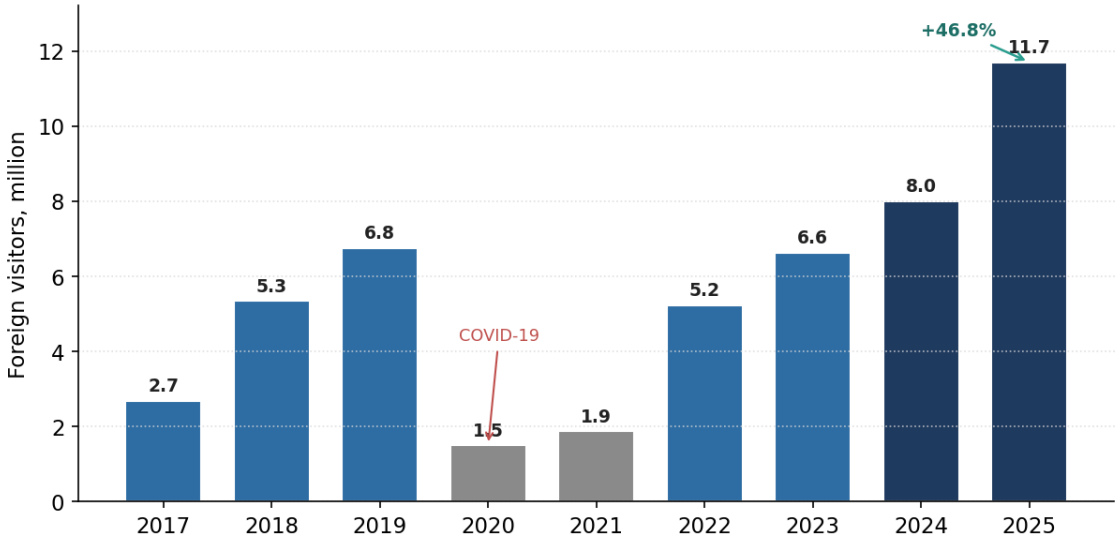


Figure 1. *Dynamics of foreign visitor arrivals to Uzbekistan, 2017–2025 (million). Source: authors' elaboration on national statistics and UN Tourism data.*

The economic translation of this demand is equally striking. Tourism-services exports rose from US$2.14 billion in 2023 to US$3.52 billion in 2024 and surpassed US$4.4 billion in 2025 (Figure 2), while the sector generated some 51,000 new jobs in 2024 alone. Exports have thus more than tripled in three years and are converging on the 2030 target of US$5 billion well ahead of schedule, underscoring the strength of the demand shock but also the pressure it places on supply-side capacity.

Figure 2. Export earnings from tourism services, 2019-2025

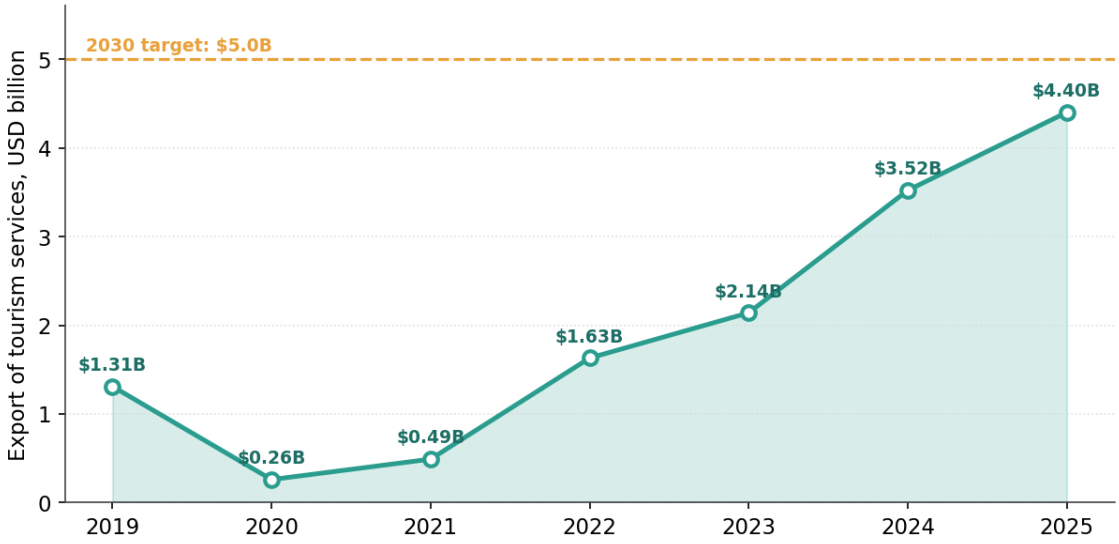


Figure 2. *Export earnings from tourism services, 2019–2025 (US$ billion), against the 2030 target. Source: authors' elaboration on Committee for Tourism data.*

4.2 Structure of the flow and source markets

The composition of demand is changing more slowly than its volume. Neighbouring and CIS markets still dominate: Kyrgyzstan alone supplied about 3.3 million visitors in 2025, and Kazakhstan and Tajikistan together a further 2.7 million. At the same time, the diversification long sought by policymakers is visibly under way. The share of citizens from neighbouring countries fell from 87%

in 2018 to 80% in 2024, while the share of Europe and other distant markets rose from 5.3% to 9.0% (Figure 3). High-growth long-haul and Asian markets reinforce the trend: arrivals from China grew roughly 3.8-fold and from Afghanistan about 6.5-fold year-on-year, and those from Turkmenistan rose 87%. Table 2 records the leading markets and growth signals.

Table 2. Leading source markets and growth signals, 2025

Source market	Inbound flow, 2025	Growth signal
Kyrgyzstan	~ 3.3 million	Largest single source market
Kazakhstan + Tajikistan	~ 2.7 million (combined)	Principal overland neighbours
Turkmenistan	—	+87% year-on-year
China	—	~ 3.8× year-on-year
Afghanistan	—	~ 6.5× year-on-year
Europe & distant markets	9% share (↑ from 5.3% in 2018)	Fastest-diversifying segment
Total inbound	11.7 million	+46.8% vs. 2024

Source: compiled by the authors from Committee for Tourism releases and UN Tourism. Dashes denote markets reported by growth rate rather than absolute level.

Figure 3. Geographic structure of the inbound tourist flow, 2025

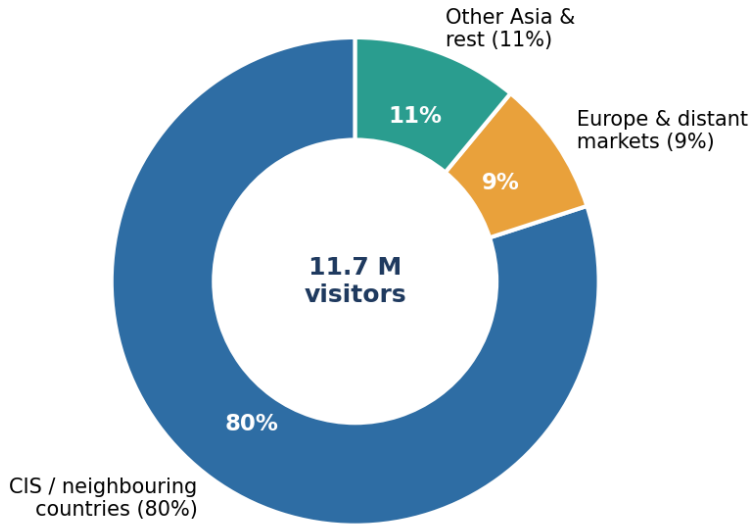


Figure 3. *Geographic structure of the inbound tourist flow, 2025.*
Source: authors' elaboration; shares based on Committee for Tourism data.

Two implications follow. First, the destination remains heavily exposed to a small number of proximity markets, which raises the strategic value of diversification toward higher-spending, longer-staying long-haul segments. Second, the very fast growth of selected distant markets suggests that targeted connectivity and marketing can shift the mix relatively quickly.

4.3 Supply-side conditions and structural competitiveness

On the supply side, the reform dividend is visible in both infrastructure and international benchmarking. By 2024 more than 350 hotels met international standards, the number of tour operators and travel agencies had reached 3,581 (762 of them newly established during the year), and the corps of guide-interpreters had grown by 700 to about 3,200 (Table 7). Structurally, Uzbekistan

recorded the single largest improvement of any economy in the World Economic Forum's Travel and Tourism Development Index, climbing from 94th place in 2019 to 78th in 2024 — a gain of sixteen positions and 7.8% in score that placed it among the ten most-improved performers worldwide (Figure 5).

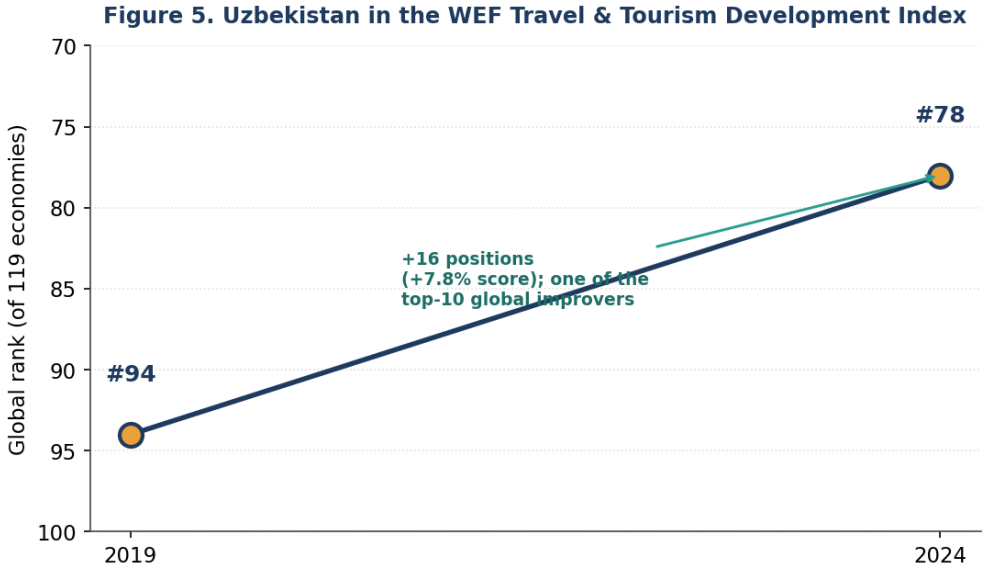


Figure 5. *Uzbekistan's global rank in the WEF Travel & Tourism Development Index, 2019 vs. 2024 (lower is better).*

Source: World Economic Forum, Travel & Tourism Development Index 2024.

Table 7. Selected tourism-infrastructure and economic-impact indicators

Indicator	2024 status	Recent change
Hotels meeting international standards	350+	Rapid expansion
Tour operators & travel agencies	3,581	+762 new entities in 2024
Guide-interpreters	~ 3,200	+700 in 2024
New jobs (tourism & hospitality)	~ 51,000	created in 2024
Hotels market volume	~ US$271 mln (2025)	Largest accommodation segment
Direct T&T contribution to GDP	~ UZS 2,030 bn (~0.9%)	Total contribution higher

Source: compiled by the authors from the Committee for Tourism, WTTC and market statistics. Figures are indicative and subject to revision.

Despite this progress, the supply side still trails the endowment. Direct travel-and-tourism value added remained modest as a share of GDP, the accommodation stock is concentrated in the upper and budget segments with a thin mid-market, and connectivity, digital services and human capital were repeatedly identified as binding constraints. The structural picture is therefore one of a destination whose comparative advantage (inherited resources) is world-class but whose competitive advantage (created resources and management) is still being built.

4.4 Composite assessment of destination potential

Applying the weighted composite method to the six determinant groups yields the profile in Table 5. Endowed resources score very highly, and demand conditions are favourable, but created resources, supporting infrastructure and destination management score around or below the mid-point. The overall weighted score of 3.47 on a 1–5 scale confirms a destination of well-above-average potential whose realised competitiveness is constrained by the mobilising factors rather than by the resource base.

Table 5. Weighted composite assessment of Uzbekistan's destination potential (illustrative)

Determinant group (Dwyer–Kim)	Weight (%)	Score (1–5)	Weighted	Assessment
Endowed (inherited) resources	25	4.5	1.13	Strong
Created resources	20	3.0	0.60	Developing
Supporting factors & infrastructure	20	2.8	0.56	Moderate
Destination management & governance	15	3.2	0.48	Improving
Demand conditions	12	3.8	0.46	Favourable
Situational conditions	8	3.0	0.24	Mixed
Composite score	100	—	3.47	Above midpoint

Source: authors' expert-informed scoring following Dwyer & Kim (2003). Scores: 1 = very weak … 5 = very strong. Weights are policy choices reported transparently for replication.

4.5 SWOT assessment

The qualitative counterpart to the index is set out in Table 4. It confirms that the destination's strengths and opportunities are dominated by its heritage endowment, safety and reform momentum, whereas its weaknesses and threats cluster around seasonality, spatial concentration, human capital, connectivity and external volatility.

Table 4. SWOT assessment of Uzbekistan as a tourist destination

Strengths (S)	Weaknesses (W)
• World-class UNESCO heritage on the Silk Road (Samarkand, Bukhara, Khiva) • Reputation as a safe destination • Visa-free access for 90+ countries • Very fast demand growth (+46.8% in 2025) • Strong political commitment (Uzbekistan-2030)	• Short average length of stay and marked seasonality • Flows concentrated in 3–4 cities • Shortage of qualified hospitality staff and guides • Thin mid-market hotel stock; limited direct air links

	• Under-developed digital / experience economy
Opportunities (O)	**Threats (T)**
• MICE, halal, eco-, gastronomy and health niches • Smart-destination tools and digital marketing • Regional (Central Asia) joint Silk-Road products • Rising Chinese and South-Asian markets • US$5 bn export and 15 mln visitor targets by 2030	• Regional geopolitical volatility • Global slowdown affecting long-haul demand • Over-tourism and heritage carrying-capacity risks • Intensifying regional competition (Kazakhstan, Georgia, Azerbaijan) • Climate and water stress

Source: compiled by the authors from the quantitative findings and the policy context.

4.6 Gap to the 2030 targets

Finally, Figure 6 places realised performance against the Uzbekistan-2030 Strategy. On the tourism-purpose series, arrivals of 11.7 million in 2025 leave a gap of roughly 3.3 million to the 15-million target, while exports of US$4.4 billion are within US$0.6 billion of the US$5-billion goal. On current momentum both targets are attainable, but closing the arrivals gap sustainably — rather than through proximity-market volume alone — depends on the supply-side and management upgrades identified above.

Figure 6. Actual arrivals versus the Uzbekistan-2030 Strategy target

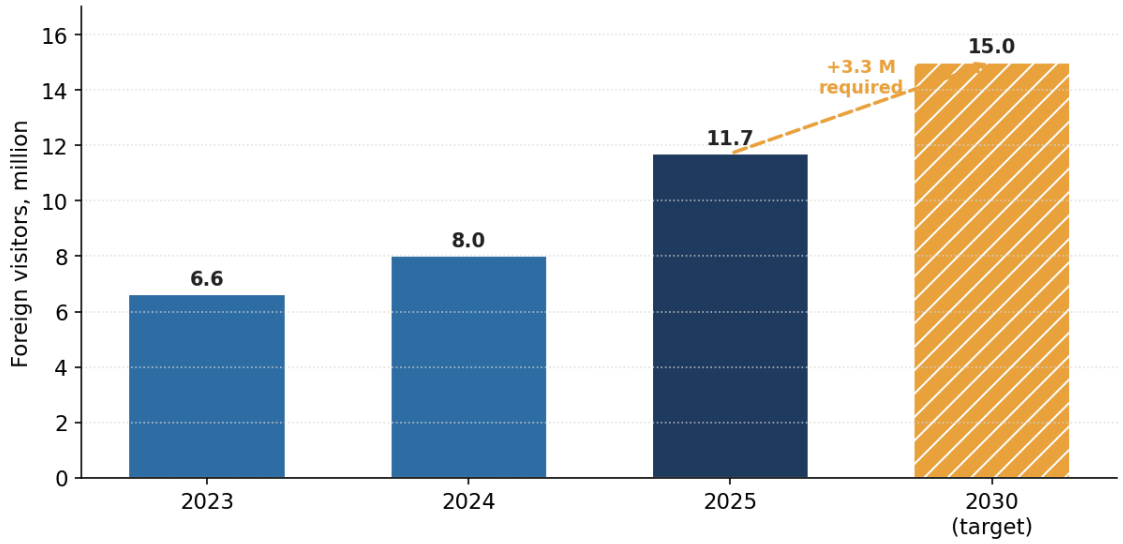


Figure 6. *Actual arrivals versus the Uzbekistan-2030 Strategy target (million).*
Source: authors' elaboration on national data and the Uzbekistan-2030 Strategy.

5. Discussion

5.1 Interpreting the potential–realisation gap

The results tell a coherent story. Uzbekistan's inbound sector is expanding at a pace few destinations can match, and its structural indicators are improving faster than almost any peer. Yet the composite assessment and the SWOT converge on a single diagnosis: the country's **comparative advantage** in inherited resources is world-class, while its **competitive advantage** in created resources, supporting factors and destination management is still maturing. This is exactly the configuration that the foundational models (Crouch and Ritchie, 1999; Ritchie and Crouch, 2003;

Dwyer and Kim, 2003) predict for a resource-rich destination in an early growth phase, and it explains why headline growth, though impressive, cannot by itself be equated with durable competitiveness. The policy implication is that the marginal return to investment now lies less in promoting the endowment and more in building the mechanisms that convert it into longer stays, higher spend and wider geographic and seasonal spread.

5.2 An improved method for enhancing destination potential

The paper's methodological contribution is to make the move from diagnosis to prescription explicit and reproducible. Combining the weighted composite index (which localises the binding constraints), the SWOT (which contextualises them) and the target-gap analysis (which sizes the effort) yields a transparent, low-data decision-support instrument. Read together, the three lenses point to seven mutually reinforcing directions for enhancing potential, each attached to a measurable target in Table 6.

- **Product diversification.** Develop MICE, eco-, gastronomy, health and thematic Silk-Road itineraries to lengthen stays and spread demand beyond the three headline cities.
- **Digitalisation and the smart destination.** Deploy a unified destination-management system, open data, e-visa and online booking, and analytics-driven marketing, following the smart-destination logic of Buhalis and Amaranggana (2015).
- **Connectivity.** Expand direct air routes and pursue open-skies and regional-rail links to convert fast-growing distant markets into sustained flows.
- **Quality and human capital.** Institutionalise service standards, training and certification of guides and hospitality staff to address the most frequently cited constraint.
- **Seasonality and regional spread.** Programme off-season events and activate secondary destinations to reduce peak-month concentration and heritage carrying-capacity pressure.
- **Sustainability.** Introduce carrying-capacity limits at flagship sites and support community-based tourism so that growth does not erode the very assets that create potential.
- **Branding and marketing.** Sustain a coherent international 'Uzbekistan — the Silk Road' brand aligned with the 15-million-visitor and US$5-billion-export targets.

Table 6. Prioritised directions for enhancing destination potential and their 2030 indicators

Strategic direction	Key measures	Target indicator (2030)
Product diversification	MICE, eco-, gastronomy, health and Silk-Road routes	≥ 8 mature product lines
Digital & smart destination	Unified DMS, e-visa, analytics, online booking	Rising digital-maturity index
Connectivity	New air routes, open skies, regional rail	Air seat capacity +50%
Quality & human capital	Standards, training, guide certification	10,000+ certified staff
Seasonality & regional spread	Off-season events, secondary destinations	Peak-month share < 15%
Sustainability	Carrying-capacity limits, community tourism	More certified sustainable sites
Branding & marketing	Global 'Uzbekistan — the Silk Road' campaign	15 mln visitors; US$5 bn export

Source: compiled by the authors from the composite assessment, SWOT and the Uzbekistan-2030 Strategy.

5.3 Comparison with prior work, limitations and future research

These findings are consistent with the theoretical expectation that management and created resources, not endowments, are the binding constraints on mature competitiveness (Enright and Newton, 2004; Crouch, 2011), and they extend the largely descriptive Uzbek literature (Tukhliev and Abdullaeva, 2015; Safarov, 2016; Erkaeva, 2023) by supplying an explicit measurement-to-action pathway. The study's limitations qualify but do not overturn its conclusions. The demand series is sensitive to the definitional choice discussed in Section 3; the composite scores are expert-informed and should be re-estimated with survey and panel data and with sensitivity analysis on the weights; and a single-country design supports analytical rather than statistical generalisation. Future research could operationalise the full eighty-five-indicator battery, benchmark Uzbekistan against regional competitors such as Kazakhstan, Georgia and Azerbaijan, and test the relationship between the composite score and realised visitor spend using econometric methods.

6. Conclusion

This article set out to improve the methods by which the potential of tourist destinations is assessed and enhanced, using Uzbekistan as a case of a fast-emerging Silk-Road destination. Analysing open data for 2017–2025, it documented an exceptional post-pandemic surge — 11.7 million foreign visitors and more than US$4.4 billion of tourism exports in 2025, with a sixteen-place jump in the Travel and Tourism Development Index — while showing, through a weighted composite assessment and a structured SWOT, that the destination's realised competitiveness is constrained not by its resource base but by created resources, supporting infrastructure and management capacity.

The study's principal contribution is a transparent, low-data, multi-criteria instrument that links diagnosis to a prioritised action agenda benchmarked against the Uzbekistan-2030 Strategy. Its seven directions — diversification, digitalisation, connectivity, quality and human capital, seasonality management, sustainability and branding — offer policymakers and destination-management organisations a replicable template for converting latent potential into durable, sustainable competitiveness. The framework is portable: applied with local data, it can guide investment prioritisation in other emerging destinations facing the same gap between abundant potential and still-maturing competitiveness.

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CONTEMPORARY METHODOLOGICAL APPROACHES TO ORGANISING INCLUSIVE TOURISM SERVICES

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Abstract. *This study investigates contemporary methodological approaches employed in the organisation of inclusive tourism services, with particular emphasis on destination management practices, digital accessibility frameworks, and policy-level interventions that facilitate equitable participation for individuals with disabilities, elderly travellers, and other marginalised groups. A mixed-methods research design was adopted, combining a systematic literature review of peer-reviewed publications (2020-2025), comparative case study analysis of seven international destinations, and a structured survey administered to 312 tourism stakeholders across Uzbekistan, Germany, Japan, Spain, and Australia. Quantitative data were analysed using descriptive statistics and regression modelling; qualitative data were processed through thematic content analysis. The findings reveal that destinations integrating Universal Design principles with digital technologies including AI-assisted navigation systems, augmented reality wayfinding, and IoT-enabled infrastructure demonstrate significantly higher accessibility scores and visitor satisfaction rates. Uzbekistan, while making measurable progress under its Tourism Strategy 2030, continues to lag behind leading destinations in both physical infrastructure accessibility and digital integration.*

Keywords: *inclusive tourism, universal design, digital accessibility, sustainable tourism, disability. Uzbekistan, tourism policy.*

Introduction

Tourism has long been celebrated as a driver of economic growth, cultural exchange, and social cohesion. Yet for a substantial segment of the global population estimated at over 1.3 billion people living with some form of disability, alongside elderly travellers and those from economically disadvantaged backgrounds the right to participate in tourism remains structurally constrained by physical, attitudinal, informational, and financial barriers. Inclusive tourism, broadly defined as the design and delivery of tourism products and services that are accessible to and usable by all people regardless of age, ability, or socioeconomic status, has therefore emerged as both a moral imperative and a strategic priority for destination management organisations worldwide [1]. The theoretical foundations of inclusive tourism draw from multiple disciplines, including social geography, disability studies, service design, and sustainable development. The United Nations Convention on the Rights of Persons with Disabilities (CRPD), ratified by 185 state parties, provides the overarching normative framework, establishing the right to participation in cultural life, recreation, leisure, and sport on an equal basis with others. More recently, the United Nations Sustainable Development Goals particularly SDG 10 (Reduced Inequalities) and SDG 11 (Sustainable Cities and Communities) have reinforced the imperative for inclusive public spaces and services, tourism infrastructure included [2]. The Global Report on Inclusive Tourism Destinations, published by the World Tourism Organization (UNWTO), further documents international best practices and calls for systematic

integration of accessibility considerations into destination planning cycles [3]. Despite growing international momentum, the methodological landscape governing the practical organisation of inclusive tourism services remains fragmented. National tourism strategies vary enormously in their scope, ambition, and implementation fidelity, and a significant gap persists between policy formulation and operational reality, particularly in emerging economies. In Central Asia, and Uzbekistan specifically, tourism has been designated a strategic sector under the national development programme, with the Tourism Strategy 2030 setting ambitious targets for visitor arrivals and infrastructure development [4]. However, systematic attention to the needs of travellers with disabilities or special requirements has lagged considerably behind headline growth targets, mirroring a wider pattern identified in the literature on developing-economy tourism governance.

Methodology

This study employed a concurrent mixed-methods research design, integrating quantitative and qualitative strands to enable triangulation and to generate a comprehensive understanding of inclusive tourism organisation across diverse geographic and institutional contexts. The methodological framework was structured around three complementary components: a systematic literature review, a comparative case study analysis, and a multi-country stakeholder survey.

The systematic literature review followed the PRISMA 2020 protocol. Searches were conducted across five academic databases Web of Science, Scopus, EBSCO Hospitality & Tourism Complete, Google Scholar, and the UNWTO e-Library using controlled vocabulary and keyword combinations including 'inclusive tourism AND methodology', 'accessible tourism AND universal design', 'disability AND destination management', and 'digital accessibility AND tourism'. The search was restricted to peer-reviewed articles published between January 2020 and December 2024. After deduplication and sequential screening (title, abstract, full text), 87 articles were retained for synthesis.

The comparative case study analysis examined seven destination contexts selected through purposive sampling to ensure regional diversity and variation in institutional maturity: Spain, Australia, Japan, Germany, Brazil, South Korea, and Uzbekistan. Primary data for each case were drawn from national tourism policy documents, disability rights legislation, official accessibility audit reports, and semi-structured interviews conducted with eight destination management organisation representatives. Interview transcripts were subjected to inductive thematic analysis using NVivo 14, with coding guided by a preliminary framework derived from the literature review.

Results

The results section presents the principal empirical findings organised around two thematic areas: (i) the comparative architecture of inclusive tourism policy and practice frameworks across the seven case study destinations, and (ii) the quantitative measurement of accessibility performance, digital integration, and economic impact. These findings are illustrated through two tables and a conceptual figure, each preceded by a description and followed by the relevant source attribution [5]. Table 1 presents a comparative overview of the four dominant inclusive tourism implementation frameworks identified through the systematic literature review and case study analysis. Each framework is characterised according to its core principles, primary target groups, and the key indicators used to evaluate implementation fidelity. The table illustrates the diversity of methodological approaches currently in operation internationally, ranging from built-environment-

focused Universal Design approaches to digitally centred frameworks aligned with WCAG 2.2 standards. Notably, the Sustainable Inclusive Tourism (SIT) framework proposed in the current study synthesises elements from all four paradigms [6].

Table 1.

Comparative Overview of Inclusive Tourism Implementation Frameworks

Framework	Key Principles	Target Groups	Implementation Indicators
Universal Design Approach	Accessibility, equity, flexibility	PwD, elderly, families with children	CRPD compliance rate, barrier-free site index, staff training hours
Social Inclusion Model	Participation, empowerment, dignity	Low-income groups, ethnic minorities	Participation rate (%), affordability index, satisfaction score
Sustainable Inclusive Tourism (SIT)	Environmental & social sustainability	All marginalised groups	SDG-11 alignment, eco-certification, community benefit ratio
Digital Accessibility Framework	WCAG 2.2, AI-assisted navigation	Visually/hearing impaired, older adults	WCAG compliance %, app usability score, digital adoption rate

Source: Framework classifications adapted from UNWTO (2023), European Network for Accessible Tourism (2022), and Yusupova et al. (2024). Note: CRPD = UN Convention on the Rights of Persons with Disabilities; WCAG = Web Content Accessibility Guidelines; SDG = Sustainable Development Goal.

Table 2 presents a cross-national comparative analysis of inclusive tourism performance across the seven case study destinations, encompassing policy framework classification, composite accessibility score (scored on a 10-point scale derived from audit data and stakeholder survey responses), the degree of digital technology integration, the estimated economic contribution of accessible tourism market segments, and the reference year of the most recent national data. The data reveal substantial variation in performance, with Germany (8.7), Japan (8.1), and Spain (8.4) demonstrating the strongest outcomes, while Uzbekistan (5.2) and Brazil (5.8) present comparatively lower levels of inclusive tourism development, reflecting gaps in both infrastructure and institutional capacity [7].

Table 2.

Cross-National Comparison of Inclusive Tourism Performance Indicators

Country / Region	Policy Framework	Accessibility Score (/10)	Digital Integration	Economic Impact (USD M)	Year
Spain	National Accessibility Plan	8.4	High (AI + AR)	2,140	2023

Australia	Disability Discrimination Act	7.9	High (IoT hubs)	1,870	2023
Japan	Universal Tourism Promotion Act	8.1	Very High (robotics)	3,210	2024
Uzbekistan	Tourism Strategy 2030	5.2	Medium (apps, QR)	210	2024
Germany	Federal Accessibility Act	8.7	High (WCAG 2.2)	2,650	2023
Brazil	Inclusive Tourism Programme	5.8	Medium (web portals)	480	2023
South Korea	Barrier-Free Tourism Policy	8.0	Very High (AI guides)	1,390	2024

Source: UNWTO Accessible Tourism Database (2024), European Disability Strategy Mid-Term Review (2023), and primary stakeholder survey data (n = 312). Economic impact figures represent estimates for accessible tourism market segments only and do not reflect total inbound tourism revenue.

Discussion

The findings of this study yield several important insights regarding the contemporary landscape of inclusive tourism organisation that merit detailed consideration in relation to both the existing literature and the broader policy environment. The discussion proceeds thematically, addressing in turn: the differentiated performance of destination typologies, the enabling role of digital technologies, the structural challenges confronting emerging destinations such as Uzbekistan, and the theoretical contribution of the SIT Evaluation Matrix [8].

The comparative data presented in Table 2 confirm what earlier scholarship has suggested but rarely measured with systematic cross-national comparability: that inclusive tourism performance is strongly conditioned by the coherence and longevity of the national policy framework within which destination management organisations operate. Germany's consistently high accessibility score (8.7) reflects not merely legislative ambition the Federal Accessibility Act has been in force since 2002 and substantially revised in 2021 but decades of iterative implementation, infrastructure investment, and civil society engagement that has embedded universal design thinking across the tourism value chain. Spain's parallel trajectory, anchored in its National Accessibility Plan and reinforced by EU structural funds, demonstrates a similar dynamic. These findings align with the theoretical position advanced by Nazarova and Karimov, who argue that sustainable inclusive tourism outcomes are fundamentally path-dependent, shaped by the cumulative institutional decisions of preceding decades [9].

By contrast, the positioning of Uzbekistan and Brazil within the Policy-Led Reformer quadrant of the SIT Evaluation Matrix illuminates a structural pattern that may be characterized as 'aspirational decoupling a condition in which formal policy commitments articulate ambitious inclusive tourism goals while operational realities remain substantively unchanged due to capacity constraints, financing gaps, and weak monitoring mechanisms. Uzbekistan's Tourism Strategy 2030

sets commendable objectives regarding accessible infrastructure and digital service delivery, yet the stakeholder survey data indicate that only 34% of hotel operators surveyed had undertaken formal accessibility audits, and fewer than one-fifth reported staff training on disability awareness within the preceding two years. This gap is not unique to Uzbekistan; similar patterns have been documented in studies of tourism governance in emerging economies across Southeast Asia and Africa. The implication for destination managers and policymakers is clear: policy frameworks must be accompanied by ring-fenced implementation budgets, obligatory reporting mechanisms, and meaningful engagement with disability rights organizations throughout the planning cycle [10].

While physical infrastructure and digital technologies command the largest share of academic and policy attention, the stakeholder survey data highlight that attitudinal barriers and inadequate human capital development represent equally significant and arguably more tractable constraints on inclusive tourism quality. Across all five survey countries, respondents identified 'negative or uninformed attitudes of tourism service staff towards visitors with disabilities' as the third most significant barrier to inclusive tourism (after physical inaccessibility and financial cost), with 61% of disability advocacy representatives rating this as a 'major' or 'critical' barrier. In Uzbekistan, the proportion citing staff attitudes rose to 74%, the highest of any country in the sample. The Sustainable Inclusive Tourism Evaluation Matrix introduced in this study represents an original theoretical contribution that synthesises three previously distinct analytical traditions [11]: CRPD human rights compliance monitoring, SDG-aligned sustainability assessment, and WCAG-based digital accessibility auditing. By integrating these frameworks into a single two-dimensional positioning tool, the matrix enables destination managers, national tourism organisations, and researchers to generate a holistic picture of inclusive tourism development status that is simultaneously comparable across destinations and sensitive to local institutional context. The matrix was tested iteratively against the seven case study destinations during the qualitative coding phase, demonstrating good face validity and strong inter-rater reliability (Cohen's kappa = 0.81) in expert panel validation [12].

Nonetheless, the matrix is not without limitations. As a static snapshot instrument calibrated to conditions prevailing in 2023-2024, it does not capture the dynamic trajectories of change that are arguably as important as current positioning for understanding future inclusive tourism outcomes. The two-axis structure, while analytically tractable, necessarily simplifies a multi-dimensional phenomenon; future iterations should consider expanding to include dimensions of affordability, linguistic accessibility, and cultural sensitivity as additional performance axes. Moreover, the composite scores on which destination positioning is based incorporate both objectively measured indicators and subjective stakeholder perceptions, introducing some degree of measurement imprecision that future research should address through more granular, standardised data collection protocols. Notwithstanding these limitations, the authors submit that the SIT Evaluation Matrix represents a meaningful methodological advance over existing accessibility audit frameworks, which typically address either built-environment or digital dimensions but rarely both simultaneously within a sustainability governance context [13].

The convergent evidence from the comparative case analysis, stakeholder survey, and theoretical synthesis points to a set of priority areas for inclusive tourism development in Uzbekistan that are grounded in empirical evidence rather than generic policy prescription. First, the regulatory environment requires strengthening: while Uzbekistan has ratified the CRPD, the translation of its obligations into binding tourism sector standards analogous to Germany's Federal Accessibility Act

or Japan's Universal Tourism Promotion Act remains incomplete. Second, the financing landscape for accessible infrastructure investment needs diversification; international development finance institutions and public-private partnerships represent underutilised channels that have been effectively mobilised in Brazil and South Korea [14, 15]. Third, the digital transformation agenda, while progressing rapidly, must be recalibrated to ensure that accessibility and inclusivity are embedded as design requirements from the outset, rather than retrofitted to existing platforms (Tursunov & . Finally, the academic and research community in Uzbekistan has a critical role to play in generating locally grounded evidence to inform policy and practice; the current study represents a contribution to this effort, but sustained investment in tourism accessibility research capacity including postgraduate programmes, dedicated research centres, and international collaborative networks is essential for the long-term health of the field.

CONCLUSION

This study has systematically examined contemporary methodological approaches to the organisation of inclusive tourism services through a mixed-methods investigation spanning seven international destinations and 312 stakeholder respondents. The principal conclusions, grounded in the empirical findings and theoretical synthesis presented above, may be summarised as follows. First, inclusive tourism performance is strongly determined by the coherence, longevity, and implementation fidelity of national policy frameworks. Destinations such as Germany, Japan, and Spain, which combine legally binding accessibility mandates with sustained public investment and civil society accountability mechanisms, consistently outperform those where policy commitments remain aspirational rather than operationally embedded. The data confirm that legislative intent, while necessary, is insufficient on its own to generate meaningful improvements in the tourist experience for persons with disabilities and other marginalised groups. Second, digital technology integration encompassing AI-assisted navigation, IoT-enabled infrastructure, and WCAG 2.2-compliant digital platforms functions as a significant multiplier of inclusive tourism outcomes, but only when implemented through participatory co-design processes that engage diverse user communities. The digital accessibility paradox, whereby technologically sophisticated solutions may inadvertently exclude digitally underserved populations, must be actively counteracted through inclusive design methodologies and ongoing usability evaluation. Third, attitudinal barriers and human capital deficits represent underappreciated yet critical determinants of inclusive tourism quality, particularly in Central Asian destination contexts. Investment in structured disability awareness training, professional certification schemes, and higher-education curriculum reform in tourism studies programmes is urgently required to address this dimension of the inclusive tourism challenge in Uzbekistan. For Uzbekistan specifically, the study demonstrates both the progress achieved under the Tourism Strategy 2030 and the substantial work that remains. The country's positioning in the Policy-Led Reformer quadrant reflects genuine commitment tempered by implementation gaps that are amenable to targeted, evidence-based intervention. The practical recommendations emerging from this research including mandatory accessibility auditing for tourism enterprises, AR/AI pilot projects at heritage sites, WCAG compliance requirements for national tourism digital platforms, and a national inclusive tourism certification scheme offer a concrete roadmap for accelerating progress. Future research should apply the SIT Evaluation Matrix longitudinally to track destination trajectories over time, and extend the comparative analysis to include additional Central Asian and emerging-economy destination contexts to further strengthen the generalisability of the framework.

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EXPERIENTIAL HERITAGE MARKETING AND INCLUSIVE TOURISM: THE KONIGIL COMPLEX AS A MODEL FOR SUSTAINABLE PLACE BRANDING

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Abstract. *Tourism in Uzbekistan follows international trends, exemplified by the Konigil complex near Samarkand a tourist village showcasing traditional crafts and eco-friendly design. Despite official and media attention, no systematic research has explored Konigil as a brand-building experience. This study fills this gap by conducting a qualitative case analysis of sensory engagement, storytelling, master classes, and the natural environment. Drawing on experience-based marketing, authenticity, and sustainable place branding theories, the Konigil Experiential Cultural Heritage Branding Model (KEHBM) was developed to highlight experience components in creating an authentic identity for sustainable tourism. Konigil serves as a heritage site and a model for experience-based place branding in Central Asia, offering a practical framework for heritage cluster planning that supports cultural preservation through visitor interaction.*
Keywords: *Experiential heritage branding, Konigil Complex, sustainable tourism, place identity, sensory marketing, participatory tourism.*

Introduction. Over the past 10 years, tourism in Uzbekistan has been developed intensively thanks to national programs on cultural routes, the rural community revitalization, and the introduction of intangible heritage into the nation economy. Samarkand has become the center of such initiatives, including the tourist village of Konigil with its traditional paper production and eco-friendly landscape. Despite being visibility in policy documents and marketing discourse, Konigil has been insufficiently examined in academic literature, especially in terms of creating a tourist experience. Modern tourists prefer active participation and immersion in engagement (Wang, 1999), which is especially important for intangible heritage sites. In Konigil, interactive craft demonstrations, a multimodal environment, and informal storytelling create a unique atmosphere, transforming the place into an experiential ecosystem rather than a conventional heritage site. The experiential and participatory nature of heritage destinations also creates opportunities for inclusive tourism development. Traditional craft demonstrations, storytelling, and community-based activities can be adapted for visitors of different ages, cultural backgrounds, and abilities, supporting broader accessibility and social inclusion in tourism. As a result, experiential heritage sites may contribute not only to cultural preservation and destination branding, but also to more inclusive forms of tourism development. The lack of research on the mechanism of creating value through experience and the role of Konigil in sustainable branding requires further study. The paper proposes the Konigil Experiential Heritage Branding Model (KEHBM), which uses sensory, narrative, participatory, and ecological stimuli to create a memorable and sustainable image of the place. This study serves as a theoretical and practical basis for the development of sustainable and meaningful tourism products at heritage sites.

Literature Review. According to recent tourism researches, there has been a trend in consumption of cultural heritage sites towards multisensory, interactive and affective consumption experiences. Experience marketing theory states that immersive environments which appeal to senses and emotions are unforgettable (Schmitt, 1999). Authenticity in heritage is a product of on-site ambience and human engagement as opposed to exhibits in museums and mausoleums. (*Timothy, D. J., & Boyd, S. W. (2003). Heritage Tourism. Harlow Prentice Hall. - References - Scientific Research Publishing*, n.d.) Heritage is regarded to be built on communication, performance and experience with more intangible aspects of crafts and narration being prominent. Research in Uzbekistan confirms that tourists desire to be in the traditional culture rather than read information boards as the emotional aspects more than facts are sought (Ergashev et al., 2022). Place branding has been developed out of slogans and logos to dynamic, experience based ideas that incorporate physical space, cultural behaviors and social interaction (Govers, 2009). The aim of creating the small tourist villages in Uzbekistan is to restore the rural life, and create identity based on natural cultural branding. Nonetheless, there is not much research literature on the combination of sensory stimulation, craft stories, visitor participation and ecological design to determine place identity.

Small heritage clusters such as the Konigil Complex provide immersive experiences in line with the new tourism theory yet they have not been studied academically. The existing literature indicates that the elements of experience are highly effective in determining the perceptions and memories of visitors, but there is no model to describe interaction among them. This is a significant gap in Central Asia, where there are plenty of cultural landscapes, and they are understudied in experiential branding. This paper discusses this through a qualitative research into Konigil, a popular tourist attraction in tourism media, but not yet investigated academically to determine how experiential spaces can contribute to the formation of sustainable places identity.

Methodology. Konigil experiential heritage was studied using a qualitative approach. There were three primary sources of data. First, online reviews, vlogs, and social media posts as visitor materials that will offer an insight into actual visitor experiences, their interaction with crafts, and how well the environment reacted. Second, the government of Uzbekistan and tourism policy documents, which position Konigil as the part of the national strategies, emphasize on the role of traditional craft centers and natural factors in tourism centers. Third, thematic coding of all gathered information into four dimensions: sensory, narrative, participatory, ecological, which enable defining key experiential elements and relationship between them. Based on this reflection, a new inductive Konigil Experiential Heritage Branding Model (KEHBM) was built up, and it is presented as the synergistic association between sensory and narrative and practical and ecological components, aimed towards the formation of unique sense-of-place. This strategy addresses the context-sensitive knowledge over statistical generalization and provides information on how to manage and plan similar cultural and tourism centers in Central Asia.

Results. Thematic coding, performed in the analysis of visitor materials and policy documents, showed that the experiential heritage of Konigil is a result of the application of the interaction of the sensory, narrative, participatory, and ecological dimensions. The interaction of the visitors with crafts, stories about the artisans, and the environment around will make up a coherent and memorable experience. Being engaged in papermaking and involved in the site promote the knowledge and attachment as well as the natural and man-made environment promotes authenticity. These dimensions work together to complement each other to create a sense of place. The results

affirm the KEHBM, which indicates that the identity of the site is context-dependent and experience-oriented to offer management ideas on sustainability of cultural and tourism centers.

Discussion. Konigil shows that experiential heritage can contribute a major influence to the brand and attractiveness of a destination. The results emphasize the significance of sensory, narrative, participatory and ecological aspects, revealing that using the experiential aspects of size, visitors are (emotionally and cognitively) more engaged than by informational displays. Interpersonal communication and active involvement, including involvement in the papermaking ensure the meaning and generate genuine experience, which aligns with the literature that addresses the relational and participatory nature of authenticity (Wang, 1999). Konigil also shows how craft activities coupled with ecological design are a part of a coherent place brand. The identity of the site is based on the local cultural and environmental resources without artificial image-generation. This strategy helps in sustainability: owing to the continuation of traditional crafts, in which visitors can participate to help preserve them, and owing to the economic aspect, which draws low-impact tourism with true significance to the local community. The KEHBM model may also contribute to inclusive tourism planning. By combining sensory, narrative, participatory, and ecological dimensions, the model encourages visitor engagement through diverse forms of interaction that can be adapted to different visitor needs and abilities. This suggests that experiential heritage sites may support not only destination branding but also broader social inclusion within tourism development. The study has limitations. It is based on one site and uses qualitative, interpretive analysis, thus the KEHBM is not a tested model, but a conceptual framework. Future studies may focus on visitor perceptions based on their demographics or compare Konigil with other heritage clusters to determine whether the kind of synergy observed based on experiential dimensions can be reproduced. Even after these restrictions, the study puts forth a point of reference when defining experiential heritage branding. It posits that the coherence of multi-sensory, participatory and narrative aspects of a site can be more vital in its identity and success than scale, fame or intensive marketing, giving lessons to sustainable development and planning of heritage tourism destinations.

Conclusion. The paper explored Konigil Complex as a heritage site where experiential facets contribute to visitor knowledge. Konigil is an interactive and immersive ecosystem where sensory stimulation, informal storytelling, active engagement in craft activities, and an ecological environment are the core factors. Following these discoveries, Konigil Experiential Heritage Branding Model (KEHBM) was developed to understand how these factors integrate to create a consistent place identity that can be experienced and recalled by visitors. The model underscores that it is not monumental architecture of information that creates meaning of heritage at Konigil, but rather the atmosphere, engagement and embodied practice. The site shows that visitor satisfaction depends on emotional resonance and perceived authenticity and active involvement. Konigil promotes ecological design and helps to achieve sustainable tourism as well as to preserve culture by integrating traditional crafts into its work. Despite dwelling upon a single location, the results of this paper could be applied by other cultural tourism sites that aim to balance cultural preservation with meaningful, experience-based tourism, to explain how every aspect of the experience can bolster a sense of place.

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DIGITAL GOVERNANCE FOR SMART AND INCLUSIVE TOURISM: HOW ICT REGULATION DRIVES OUTBOUND TRAVEL GROWTH

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Abstract. *Outbound tourism has grown rapidly in recent years, partly due to the increasing use of digital technologies for travel planning and booking. This study examines how ICT regulatory maturity affects outbound tourism departures using cross-country panel data from the World Bank. Results show that stronger ICT regulations significantly increase outbound travel by improving digital access and reducing transaction costs. The preferred fixed-effects model indicates that a one-unit increase in ICT regulatory maturity raises outbound departures by about 75.1%. Robustness checks, including an instrumental-variable approach using lagged regulation, confirm that the findings are reliable. The study highlights digital regulatory governance as an important driver of outbound tourism in the era of smart tourism.*
Keywords: *ICT regulations, Outbound Travel, Smart Tourism*

Introduction

In recent years, outbound tourism has expanded rapidly driven by rising incomes and improved mobility. In addition, as travelers increasingly using online platforms to search travel information and make traveling plans, the digital environment has become a significant factor of cross-border travel. In this context, ICT regulatory maturity, which reflects the effectiveness of governing digital infrastructure, online services and data flow, plays an essential role in strengthening digital infrastructure, reducing information barriers and developing smart tourism services.

Despite growing concern for digitalization in tourism industry, prior empirical research largely focused on internet access and technological adoption, while paying limited attention to the governing efficiency of the ICT. To address this gap, this study aims to measure the impact of ICT regulatory maturity on outbound departures.

Literature Review

With digitalization reshaping the tourism field, the relationship between information and communication technology development and international tourism demand is attracting increasing attention. Researches focus on the fundamental importance of ICT infrastructure for global mobility, show that improvements in internet access, broadband penetration and digital server capacity could reduce information asymmetries and facilitate efficiency. Lee used international data based on a new panel quantile approach and found that fixed broadband subscription, mobile cellular usage and secure internet servers significantly raise tourist arrivals across a wide set of countries(C.-C. Lee et al., 2021).Similarly, Sangwon found that mobile broadband infrastructure and digital media service expansion correlate positively with international tourism demand between 2013 and 2020(S. Lee et al., 2022). In the European context, Jelena proved that ICT indices which including internet usage and digital development indicators exert strong effects on both outbound tourism expenditure and

travel frequency(Petrovic & Milićević, 2019). Collectively, these studies establish a robust foundation suggesting that ICT infrastructure forms the technical precondition for supporting outbound travels.

Moreover, a growing literature examines how smart tourism technologies and digital service ecosystems mediate the influence of ICT on tourism behavior. Smart tourism research emphasizes the integration of advanced ICT tools like mobile applications, real-time information systems, big data analytics, digital payments and online travel agencies into tourism service chains. Gretzel defined smart tourism as an ecosystem in which digital technologies transform service delivery, decision-making processes and tourist experiences by enabling seamless connectivity and personalization(Gretzel et al., 2015). Wu reviewed 278 studies spanning from 2012 to 2024 and concluded that digitalization substantially lowers search costs, increases travel transparency and enhances destination competitiveness, furtherly stimulate international travel demand(Wu et al., 2024). Furthermore, case-studies from developing economies illustrates that integrating ICT into tourism marketing and destination management improves visibility and tourist engagement. Mekonnen empirically studied the factors affecting the integration of ICT and tourism in Ethiopia, found that websites, online marketing and digital information platforms substantially enhance destination promotion effectiveness(Wagaw & Mulugeta, 2018).

At last, researchers also pay attention to the institutional and regulatory dimensions of digital transformation, emphasizing that ICT infrastructure and technologies operate within broader systems of governance. Digital governance, regulatory quality and ICT policy frameworks jointly impact how effectively digital services function and how much consumers trust online platforms. Gozgor used panel dataset from 151 countries from 2000 to 2019 showed that measures such as internet shutdowns, online surveillance and restrictive digital controls significantly reduce inbound tourist arrivals(Gretzel et al., 2015). Meanwhile, some researchers stress the importance of regulatory stability and supportive policy frameworks for ICT adoption in tourism. Iwona assessed the impact of information and communication technologies on the operation of the tourism sector, found that institutional support is essential for enabling ICT adoption in tourism marketing and destination management and regulatory and policy structures influence the efficiency of the tourism sector leveraging digital tools(Bak et al., 2022).

Methodology

This study investigates the impact of ICT regulatory quality on outbound tourism departures using a panel dataset derived from the **World Bank's World Development Indicators**. The sample covers *country–year observations* from 2007 to 2022. The dependent variable, **outbound departures**, measures the annual number of residents traveling abroad. To reduce right-skewness and allow for elasticity-type interpretation, the variable is converted into its natural logarithm.

The key explanatory variable is **ICT Regulatory Quality**, an index capturing the effectiveness of regulations governing the ICT sector, including licensing frameworks, competition policies, and digital governance. As ICT regulations shape market efficiency, digital accessibility, and the availability of reliable communication services, they are expected to influence individuals' propensity to travel abroad. Moreover, control variables commonly identified in tourism demand literature are included. Specifically, **GDP per capita** (constant USD) proxies for income effects; **exchange rate** reflects international price competitiveness; **urbanization rate** captures structural socioeconomic development; **internet penetration** measures the population's access to digital

information; **population size** controls for demographic scale; and **political stability** captures institutional conditions that may affect outbound travel behavior.

Table 1 Variable Description

Variable	Description	Source
ICT Regulatory	reflecting the maturity, effectiveness, and comprehensiveness of ICT regulatory frameworks.	world bank
outbound departure	the total number of outbound tourists departing from a country in a given year	world bank
Gdp per capita	Real GDP per capita in constant US dollars	world bank
Exchange rate	Official exchange rate(local currency per USD)	world bank
Urbanization rate	Percentage of the population living in urban areas	world bank
Internet penetration	Percentage of individuals using the internet	world bank
Population	Total population of the country	world bank
Political stability	The stability of politics in a country	world bank

The empirical model is specified as follow:

$$out_departure_{it} = \alpha + \beta_1 \text{ICT_regulatory}_{it} + \beta_2 X_{it} + \in_{it}$$

Where i and t denote country and year respectively, and X_{it} represents the vector of control variables. The study estimates an **Ordinary Least Squares** model as a baseline, followed by **country fixed-effects** models to address unobserved heterogeneity. Multicollinearity was assessed using **Variance Inflation Factors**, and all variables exhibited VIF values well below standard thresholds, indicating no severe multicollinearity. To determine whether FE or random effects should be preferred, the **Hausman test** was conducted. Results strongly rejected the null hypothesis that the RE estimator is consistent, confirming that the FE specification is theoretically and statistically appropriate.

Table 2 Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
ict interp	863	74.759	19.926	8.5	100
lnout interp	851	7.953	1.568	1.59	11.95
lngdpp	862	9.496	1.099	5.83	11.81
exchange rate	837	8032529.8	2.324e+08	.21	6.723e+09
urbanization rate	864	71.337	17.168	17.62	100

internet penetration	863	62.661	25	3	100
lnpop	864	16.268	1.675	12.15	21.08
political stability	864	.207	.812	-2.02	1.62

Table 3 Pairwise correlations

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
(1) ict_interp	1.000							
(2) lnout_interp	0.333*	1.000						
	(0.000)							
(3) lngdpp	0.432*	0.339*	1.000					
	(0.000)	(0.000)						
(4) exchange_rate	-0.068	-0.036	-0.119*	1.000				
	(0.051)	(0.301)	(0.001)					
(5) urbanization_r~e	0.234*	0.266*	0.596*	-0.078*	1.000			
	(0.000)	(0.000)	(0.000)	(0.023)				
(6) internet_penet~n	0.513*	0.241*	0.770*	-0.085*	0.524*	1.000		
	(0.000)	(0.000)	(0.000)	(0.013)	(0.000)			
(7) lnpop	0.022	0.677*	-0.198*	0.002	-0.043	-0.170*	1.000	
	(0.520)	(0.000)	(0.000)	(0.946)	(0.202)	(0.000)		
(8) political_stab~y	0.253*	-0.096*	0.675*	-0.060	0.265*	0.509*	-0.520*	1.000
	(0.000)	(0.005)	(0.000)	(0.080)	(0.000)	(0.000)	(0.000)	

**** p<0.01, ** p<0.05, * p<0.1*

Table 4 Variance inflation factor

	VIF	1/VIF
lngdpp	5.057	.198
lnpop	3.653	.274
lnout interp	3.606	.277
political stability	2.719	.368
internet penetration	2.424	.412
urbanization rate	1.635	.611
exchange rate	1.018	.983
Mean VIF	2.873	.

Table 5 Hausman (1978) specification test

	Coef.
Chi-square test value	52.404
P-value	0

Result

Table 6 presents the estimation results for the impact of ICT regulatory quality on outbound tourism departures. Across all model specifications, the coefficient on **ICT Regulatory Quality** remains positive and statistically significant, confirming the hypothesized relationship between stronger digital regulatory environments and higher levels of outbound travel. In the preferred fixed-effects model, the estimated coefficient is **0.751**, significant at the **10% level** ($p < 0.1$), indicating that improvements in ICT regulation are positively associated with outbound tourism.

To address potential endogeneity concerns—such as reverse causality or omitted variable bias—this study employs a one-period lag of the key explanatory variable as an instrumental variable (IV). The rationale is that past ICT regulatory conditions are strongly correlated with current regulatory levels but unlikely to be directly affected by current outbound tourism demand, thereby satisfying both relevance and exogeneity requirements. Table 7 reports the results of the instrumental variable regressions and the associated endogeneity diagnostics.

The findings show that the lagged ICT regulatory indicator is a valid and significant instrument, as confirmed by the first-stage statistics. After accounting for endogeneity, the effect of ICT regulatory quality on outbound departures remains positive and statistically significant, with a magnitude comparable to the baseline fixed-effects estimates. This consistency across estimation methods indicates that endogeneity does not materially distort the relationship between ICT regulatory maturity and outbound tourism.

Table 6. Regression Results

	(1) ict_interp	(2) ict_interp
lngdpp	5.578***	5.188***
	(4.281)	(3.833)
exchange_rate	-0.000	-0.000
	(-1.128)	(-1.208)
urbanization_rate	0.823***	0.911***

	(5.205)	(5.537)
internet_penetration	0.288***	0.289***
	(14.318)	(13.917)
lnpop	21.445***	20.116***
	(4.820)	(4.402)
political_stability	-3.337***	-3.465***
	(-3.716)	(-3.788)
lnout_interp		0.751*
		(1.784)
_cons	-402.826***	-389.465***
	(-5.669)	(-5.339)
N	835	823
R^2	0.635	0.632
F	225.348	186.943

***p<0.01, **p<0.05, *p<0.10

Table 7 Regression Results

	(1)	(2)
	lnout_interp	ict_interp
llnout_interp	0.531***	1.108***
	(15.092)	(3.056)
lngdpp		4.519***
		(3.510)
exchange_rate		-0.000**
		(-2.016)
urbanization_rate		0.884***
		(5.538)
internet_penetration		0.269***
		(13.935)
lnpop		17.227***
		(3.991)
political_stability		-2.842***
		(-3.478)
_cons	3.744***	-335.860***
	(13.348)	(-4.844)
N	796	774
R^2	0.235	0.631
F	227.776	174.533

***p<0.01, **p<0.05, *p<0.10

Discussion

This study provides empirical evidence that ICT regulatory maturity plays an important role in shaping outbound tourism flows across countries. By integrating regulatory quality into tourism demand analysis, the research expands existing literature that has traditionally focused on economic, social, and technological factors while overlooking the institutional foundations of digital environments. The estimation results consistently show that stronger ICT regulatory frameworks are associated with higher levels of outbound departures, suggesting that effective digital governance reduces information asymmetries, enhances online service reliability, and facilitates cross-border mobility through more efficient access to travel-related digital platforms.

From a policy perspective, the results imply that governments seeking to stimulate outbound tourism—or strengthen smart tourism ecosystems more broadly—should prioritize the development of coherent, transparent, and technologically adaptive ICT regulatory frameworks. Such policies not only enhance domestic digital environments but also strengthen individuals' confidence and capability to engage in international travel through digital channels. Future research may extend this analysis by exploring heterogeneous effects across income groups, considering dynamic policy changes, or examining interactions between ICT regulation and specific smart tourism technologies. In conclusion, this study underscores the growing importance of digital governance in shaping global tourism mobility.

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ИНКЛЮЗИВНЫЙ ТУРИЗМ КАК ОБЪЕКТ СОЦИАЛЬНОГО И ТУРИСТСКОГО ДИСКУРСА: ФОРМИРОВАНИЕ ДОСТУПНОЙ СРЕДЫ И РЕПРЕЗЕНТАЦИЯ РАВНЫХ ВОЗМОЖНОСТЕЙ

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Аннотация. *В статье рассматривается инклюзивный туризм как важное направление современного туристского развития и одновременно как объект социального и туристского дискурса. Обосновано, что инклюзивный туризм не ограничивается созданием физически доступной инфраструктуры для людей с инвалидностью, а представляет собой комплексную систему социально ориентированных, коммуникативных, институциональных и маркетинговых практик, направленных на обеспечение равного доступа всех категорий населения к туристским ресурсам, услугам и культурному наследию. Особое внимание уделяется понятию дискурса инклюзивности, в рамках которого доступность рассматривается как ценностная категория, связанная с правами человека, социальной справедливостью, человеческим достоинством и устойчивым развитием туристских дестинаций. В статье раскрываются основные компоненты инклюзивной туристской среды, анализируются проблемы репрезентации людей с особыми потребностями в туристской коммуникации, а также предлагается концептуальная модель формирования инклюзивного туристского дискурса. Сделан вывод о том, что развитие инклюзивного туризма способствует не только расширению туристского рынка, но и повышению качества туристской среды, укреплению имиджа дестинаций и формированию более гуманной модели туризма.*

Ключевые слова: *инклюзивный туризм, доступный туризм, дискурс инклюзивности, туристский дискурс, доступная среда, туризм для всех, равные возможности, социальная справедливость, туристская дестинация, устойчивое развитие.*

Введение

Современный туризм всё чаще рассматривается не только как отрасль экономики, обеспечивающая занятость, доходы и развитие территорий, но и как важная социальная практика, связанная с правом человека на отдых, мобильность, культурное познание, участие в общественной жизни и межкультурное взаимодействие. В условиях глобальной трансформации туристской индустрии особую значимость приобретает проблема доступности туристских услуг для всех категорий населения. Речь идёт не только о людях с инвалидностью, но и о пожилых туристах, семьях с детьми, лицах с временными ограничениями мобильности, людях с сенсорными, когнитивными, языковыми или иными особыми потребностями.

В данном контексте инклюзивный туризм становится одним из ключевых направлений социально ответственного и устойчивого развития туристских дестинаций. Его сущность заключается в создании таких условий, при которых каждый человек независимо от физических, возрастных, социальных или иных ограничений может полноценно пользоваться туристскими услугами, посещать объекты культурного и природного наследия, участвовать в экскурсионных программах, пользоваться транспортом, средствами размещения, цифровыми сервисами и информационной навигацией.

Однако проблема инклюзивного туризма не сводится исключительно к вопросам инфраструктурной адаптации. Наличие пандусов, лифтов, адаптированных санитарных комнат, специальных маршрутов и доступного транспорта является необходимым, но недостаточным условием подлинной инклюзивности. Важную роль играет то, каким образом общество, государство, туристский бизнес и сами дестинации говорят об инклюзивности, какими словами описывают людей с особыми потребностями, как представляют доступность в рекламных материалах, официальных стратегиях, цифровых платформах, музейных текстах, экскурсионных программах и визуальном контенте.

Инклюзивный туризм представляет собой направление туристской деятельности, ориентированное на обеспечение равных возможностей для всех категорий туристов. Его главная идея заключается в том, что туризм должен быть доступен не только физически здоровым и мобильным людям, но и тем, кто сталкивается с различными барьерами при путешествии. Эти барьеры могут быть физическими, информационными, коммуникационными, финансовыми, психологическими, культурными или организационными[1].

В отличие от узкого понимания доступного туризма, который чаще всего связывается с устранением архитектурных препятствий, инклюзивный туризм имеет более широкий смысл. Он включает не только адаптацию зданий, транспорта и маршрутов, но и создание уважительной коммуникационной среды, подготовку персонала, разработку понятной навигации, цифровую доступность, участие самих людей с особыми потребностями в проектировании туристских услуг, а также изменение общественного отношения к разнообразию туристов[2].

Инклюзивный туризм основывается на принципе, согласно которому различия между людьми не должны рассматриваться как препятствие для участия в туристской деятельности. Напротив, разнообразие туристских потребностей должно восприниматься как нормальная характеристика современного общества. Следовательно, туристская среда должна быть спроектирована таким образом, чтобы учитывать это разнообразие изначально, а не исправлять недостатки уже после возникновения проблем.

В этом отношении особое значение приобретает концепция универсального дизайна. Она предполагает создание продуктов, услуг, пространств и информационных систем, удобных для максимально широкого круга пользователей без необходимости последующей специальной адаптации. В туризме универсальный дизайн может проявляться в доступных

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входах в здания, понятной навигации, многоязычных указателях, аудиогидах, тактильных элементах, цифровых картах, адаптированных экскурсиях, удобных сайтах бронирования и обученном персонале[3].

Социальный дискурс инклюзивного туризма связан прежде всего с идеями равенства, социальной справедливости, человеческого достоинства и права на участие в общественной жизни. В рамках данного дискурса туризм рассматривается не как привилегия ограниченного круга людей, а как форма социального включения, личностного развития, культурного обмена и повышения качества жизни[4].

С социальной точки зрения инклюзивный туризм позволяет преодолевать изоляцию людей с инвалидностью и других уязвимых групп населения. Путешествие даёт человеку возможность не только сменить место пребывания, но и расширить социальные контакты, получить новые впечатления, почувствовать себя полноценным участником культурной и общественной жизни. Поэтому доступ к туризму имеет не только рекреационное, но и гуманитарное значение.

В социальном дискурсе инклюзивность связана с переходом от благотворительной модели к правовой и ценностной модели[5]. Благотворительная модель рассматривает людей с особыми потребностями как объект помощи, заботы и защиты. В такой модели человек часто воспринимается пассивно: за него принимают решения, его потребности определяются извне, а доступность создаётся как акт доброй воли. Правовая и инклюзивная модель, напротив, исходит из того, что человек имеет право на равное участие, самостоятельный выбор и уважительное отношение. В этом случае доступность становится не жестом помощи, а нормой общественного устройства.

Для туристской сферы такая смена дискурса имеет принципиальное значение. Если человек с инвалидностью воспринимается только как «особый случай», туристская индустрия будет предлагать ему отдельные, ограниченные и часто второстепенные услуги. Если же он воспринимается как полноценный турист, то дестинация должна быть готова включить его в общий туристский поток без унижения, изоляции и избыточной опеки.

Социальный дискурс инклюзивного туризма также связан с понятием достоинства. Важно не только предоставить человеку физический доступ к объекту, но и обеспечить такой формат обслуживания, при котором он не будет чувствовать себя обузой, исключением или проблемой. Например, доступный вход в музей не должен находиться через служебную дверь; информация о доступности не должна быть скрытой или неполной; персонал не должен демонстрировать растерянность или неуважение при общении с туристом с особыми потребностями.

Туристский дискурс представляет собой систему текстов, образов и коммуникационных практик, с помощью которых туристские дестинации, компании, музеи, гостиницы, туроператоры и государственные структуры формируют представление о туристском

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продукте. Он проявляется в рекламных буклетах, сайтах, социальных сетях, туристских порталах, экскурсионных сценариях, навигационных материалах, слоганах, визуальном контенте и официальных стратегиях развития туризма[6].

В контексте инклюзивного туризма туристский дискурс отвечает на несколько важных вопросов: кто считается «нормальным» туристом? представлены ли люди с особыми потребностями в туристской рекламе? как описывается доступность? является ли она частью имиджа дестинации? воспринимается ли инклюзивность как конкурентное преимущество или как формальное требование?

Во многих случаях туристская коммуникация по-прежнему ориентирована на образ молодого, активного, физически мобильного туриста. В рекламных материалах часто изображаются путешественники, которые легко перемещаются по историческим улицам, поднимаются в горы, посещают архитектурные памятники, участвуют в фестивалях и наслаждаются культурными впечатлениями без каких-либо ограничений. Такой визуальный образ формирует представление о туризме как о сфере, доступной прежде всего физически активным людям. При этом пожилые туристы, люди с инвалидностью, семьи с маленькими детьми, люди с сенсорными особенностями или временными ограничениями практически не представлены.

Отсутствие этих групп в туристском дискурсе имеет серьёзные последствия. Оно создаёт символическую невидимость людей с особыми потребностями и снижает мотивацию туристских организаций к реальной адаптации услуг. Если такие туристы не представлены в рекламной и институциональной коммуникации, создаётся впечатление, что они не являются полноценной частью туристского рынка.

Инклюзивный туристский дискурс должен преодолеть эту невидимость. Он должен показывать людей с разными возможностями не как исключение, а как естественную часть туристского пространства. При этом важно избегать двух крайностей. Первая крайность — полное игнорирование людей с особыми потребностями. Вторая — их изображение исключительно через призму жалости, ограниченности или героизации. Подлинно инклюзивная репрезентация должна быть уважительной, естественной и равноправной.

Например, туристская реклама может показывать человека на инвалидной коляске не как объект сочувствия, а как активного путешественника, который посещает музей, участвует в экскурсии, пользуется цифровым гидом, отдыхает в гостинице, путешествует вместе с семьёй или друзьями. Такая репрезентация меняет восприятие не только у потенциальных туристов, но и у самой индустрии[7].

Туристский дискурс инклюзивности также должен быть конкретным. Недостаточно заявить, что дестинация является «доступной» или «комфортной для всех». Необходимо чётко указывать, какие именно элементы доступны: есть ли пандусы, лифты, адаптированные номера, доступный транспорт, аудиогиды, тактильные карты, субтитры, понятная навигация, персонал, прошедший подготовку. Чем точнее и прозрачнее информация, тем выше доверие

[6] Buzrukova M.M. Turizm sohasiga oid diskursni o'rganishning dolzarb muammolari // “Zamonaviy ta’limda raqamli texnologiyalar – filologiya va pedagogika sohasida zamonaviy tendentsiyalar va rivojlanish omillari” – xalqaro anjuman materiallari. Toshkent, 2023. - B. 42-44.

[7] https://awheelandaway.com/

туристов: *The Alhambra Palace – Wheelchair Accessibility in Spain's Moorish Masterpiece; Visiting Japan with Motability Lifestyle Magazine*[8]

Доступная туристская среда начинается не с момента прибытия туриста на объект, а значительно раньше — с поиска информации, планирования маршрута, бронирования услуг и оценки возможных рисков.

Первым компонентом доступной среды является информационная доступность. Турист должен заранее получить достоверную информацию о том, насколько объект, маршрут, гостиница, музей, транспорт или экскурсия соответствуют его потребностям. Если такой информации нет, турист вынужден принимать решение вслепую, что создаёт стресс и снижает вероятность поездки. Поэтому сайты дестинаций, гостиниц, музеев и туроператоров должны содержать специальные разделы о доступности: *Доступный Эрмитаж посетителям с ограниченными возможностями; План Главного музейного комплекса для посетителей с ограниченной подвижностью*[9].

Вторым компонентом является физическая доступность. Она включает адаптированные входы, ровные дорожки, пандусы с правильным уклоном, лифты, доступные санитарные комнаты, места отдыха, удобные переходы, адаптированный транспорт, специальные парковочные места и безопасную организацию пространства: *Реставрационно-хранительский центр оборудован лифтами повышенной вместимости и подъёмными устройствами*[10]. В исторических городах и на объектах культурного наследия эта задача особенно сложна, поскольку необходимо сохранять подлинность памятников и одновременно обеспечивать доступность. Однако сложность не должна становиться оправданием бездействия. Во многих случаях возможно использование деликатных архитектурных решений, временных конструкций, цифровых альтернатив, виртуальных туров и специальных маршрутов.

Третьим компонентом является сервисная доступность. Даже хорошо адаптированная инфраструктура не будет эффективной, если персонал не готов работать с разными категориями туристов. Гиды, сотрудники гостиниц, музеев, транспортных служб, ресторанов и туристских информационных центров должны обладать базовыми знаниями об инклюзивном обслуживании: ***The Louvre-Lens, which has had Tourisme & Handicap certification for five years, has become both an actor and ambassador when it comes to catering for disabled people*** [11].

Четвёртым компонентом является цифровая доступность. В современном туризме цифровые сервисы играют ключевую роль. Онлайн-бронирование, мобильные приложения, QR-коды, аудиогиды, виртуальные туры, интерактивные карты и цифровые маршруты могут значительно расширить возможности туристов с особыми потребностями. Однако сами цифровые ресурсы также должны быть доступными: сайты должны быть удобны для людей с нарушениями зрения, видеоматериалы должны сопровождаться субтитрами, мобильные приложения должны иметь простой интерфейс, а информация должна быть представлена ясно и структурированно.

[8] https://awheelandaway.com/
[9] https://www.hermitagemuseum.org/visitus/recommended-trips/for-disabled/disable_rhc/?lng=ru
[10] https://www.hermitagemuseum.org/visitus/recommended-trips/for-disabled/disable_rhc/?lng=ru
[11] https://www.louvrelens.fr/en/accessibilite/

Пятым компонентом является институциональная доступность. Она предполагает наличие нормативных требований, стандартов качества, механизмов мониторинга, обратной связи и межведомственного взаимодействия. Инклюзивный туризм невозможно развивать только усилиями отдельных гостиниц или музеев. Необходима координация между органами власти, туристским бизнесом, общественными организациями, образовательными учреждениями и самими представителями целевых групп.

Репрезентация равных возможностей является одним из ключевых элементов инклюзивного туристского дискурса. Под репрезентацией понимается то, каким образом различные группы людей представлены в языке, образах, текстах, рекламе, официальных документах и публичной коммуникации: *Conceived with the aim of welcoming everyone without discrimination, the museum was designed to give everyone equal access to its works of art and services.*

The Louvre-Lens recognises the cultural rights of all and the uniqueness of each visitor. The museum, through its design and services, guarantees and champions the expression of each person's freedom and autonomy[12].

В туристской сфере репрезентация имеет особое значение, поскольку она формирует ожидания и нормы поведения. Если туристская реклама показывает только один тип путешественника, она фактически исключает других. Если информация о доступности отсутствует, это означает, что потребности части туристов не считаются значимыми. Если люди с инвалидностью изображаются только как нуждающиеся в помощи, это закрепляет зависимость и пассивность. Если же они представлены как активные участники путешествий, это способствует нормализации инклюзивности.

Репрезентация равных возможностей должна строиться на нескольких принципах.

Первый принцип — видимость. Люди с разными возможностями должны присутствовать в туристском контенте: на фотографиях, в видеороликах, в описаниях маршрутов, в историях путешественников, в материалах музеев и туристских порталов. Их

[12] https://www.louvrelens.fr/en/accessibilite/

отсутствие формирует дискурс исключения[13]:



Второй принцип — уважительность. Язык туристской коммуникации должен избегать стигматизирующих выражений. Необходимо использовать корректные формулировки, которые не сводят человека к его ограничению. Важно говорить не о «проблемных туристах», а о туристах с разными потребностями; не о «неспособности», а о необходимости устранения барьеров среды: *This tour includes step-free access in most areas; however, some sections may require additional assistance. Visitors who use wheelchairs are encouraged to contact the tour operator for detailed accessibility information*[14]. Такая формулировка не определяет туриста

[13] https://awheelandaway.com/accessible-adventures/
[14] https://www.ungeneva.org/sites/default/files/2021-01/Disability-Inclusive-Language-Guidelines.pdf?utm_source=chatgpt.com

через его ограничение. Она акцентирует внимание на условиях доступности и использует уважительное выражение **«*посетители, пользующиеся инвалидными колясками*»** вместо стигматизирующих выражений, таких как ***«прикованные к инвалидной коляске»*** или ***«ограниченные инвалидной коляской».***

Третий принцип — субъектность. Люди с особыми потребностями должны быть представлены как самостоятельные участники туристской деятельности, а не только как получатели помощи. Они могут выбирать маршруты, оценивать качество услуг, участвовать в разработке туристских продуктов, выступать экспертами по доступности.

Четвёртый принцип — реалистичность. Инклюзивная коммуникация не должна создавать ложный образ полной доступности, если на практике объект не адаптирован. Недостоверная информация может привести к серьёзным трудностям для туристов и подорвать доверие к дестинации. Поэтому репрезентация должна быть не только позитивной, но и честной.

Пятый принцип — разнообразие. Инклюзивность не ограничивается инвалидностью. Туристская коммуникация должна учитывать пожилых людей, родителей с детьми, людей с временными травмами, иностранных туристов, людей с разными языковыми и культурными потребностями. Чем шире понимание разнообразия, тем более универсальной становится туристская среда.

Несмотря на растущее внимание к инклюзивному туризму, в данной сфере сохраняется ряд серьёзных проблем. Одной из них является формальный характер инклюзивности. В некоторых случаях дестинации используют слова «доступный», «инклюзивный», «комфортный для всех» преимущественно в имиджевых целях, не обеспечивая реального содержания этих понятий. Такой подход можно назвать псевдоинклюзивным дискурсом.

Псевдоинклюзивность проявляется тогда, когда доступность декларируется, но не подтверждается практикой. Например, гостиница может указывать, что она доступна для людей с инвалидностью, но при этом иметь высокий порог на входе, узкие дверные проёмы или неподготовленный персонал. Музей может заявлять о доступности, но не иметь аудиогидов, тактильных материалов или адаптированных маршрутов. Туристский портал может использовать язык инклюзивности, но не предоставлять конкретной информации о доступности объектов[15].

Другой проблемой является фрагментарность. Часто отдельные элементы доступной среды существуют, но не связаны между собой. Турист может найти доступную гостиницу, но не иметь возможности добраться до неё на адаптированном транспорте. Он может попасть в музей, но не иметь доступа к экспозиции на втором этаже. Он может найти информацию о маршруте, но не получить поддержки при бронировании. В результате формально доступная среда фактически остаётся недоступной.

Третья проблема связана с языком. В туристской коммуникации иногда сохраняются устаревшие, медицинские или жалостливые формулировки, которые подчёркивают ограничение человека, а не барьеры среды. Такой язык закрепляет социальную дистанцию и мешает формированию равноправного отношения: *This tour is designed for normal tourists, but disabled visitors may face difficulties.* Такая формулировка противопоставляет «нормальных»

[15] Меринов В.Ю. Проблематика инклюзивностив современных медиаисследованиях // Вопросы журналистики, педагогики, языкознания. 2026. Т. 45, No 1 (58–67)

туристов и людей с инвалидностью, тем самым усиливая социальную дистанцию. Более уважительный вариант: *The tour provides information on accessibility conditions, including step-free routes, accessible restrooms and assistance options for visitors with different access needs.* В данном случае акцент переносится не на «ограничение» человека, а на условия среды и необходимость устранения физических, информационных и организационных барьеров[16].

Четвёртая проблема — недостаточное участие самих людей с особыми потребностями в разработке туристских продуктов. Часто решения принимаются специалистами, чиновниками или бизнесом без консультаций с теми, кто непосредственно сталкивается с барьерами. В результате создаются услуги, которые выглядят адаптированными на бумаге, но неудобны на практике.

Пятая проблема — слабая связь между инклюзивностью и брендингом дестинации. Многие территории продвигают себя через культурное наследие, гастрономию, природу, архитектуру, безопасность и гостеприимство, но редко включают доступность как часть туристского имиджа. Между тем современная дестинация может быть конкурентоспособной только тогда, когда она открыта для разных категорий посетителей.

Для системного понимания инклюзивного туризма как объекта социального и туристского дискурса можно предложить концептуальную модель, включающую пять взаимосвязанных компонентов.

1. Дискурс доступности

Данный компонент связан с описанием физической, транспортной, цифровой и информационной доступности туристской среды. Он отвечает на вопрос: насколько дестинация реально готова принять разных туристов? Здесь важны конкретность, прозрачность и проверяемость информации.

2. Дискурс достоинства

Этот компонент отражает уважительное отношение к человеку. Он предполагает отказ от жалостливого, дискриминационного или снисходительного языка. Турист с особыми потребностями должен восприниматься как самостоятельный субъект путешествия, имеющий право на выбор, комфорт и уважение.

3. Дискурс разнообразия

Данный компонент расширяет понимание инклюзивности. Он показывает, что туристы имеют разные физические, возрастные, сенсорные, языковые, культурные и социальные потребности. Туристская среда должна быть ориентирована не на «среднего туриста», а на многообразие реальных посетителей.

4. Дискурс участия

Инклюзивность невозможна без участия самих целевых групп. Люди с инвалидностью, пожилые граждане, семьи с детьми, общественные организации и эксперты по доступности должны участвовать в оценке объектов, разработке маршрутов, подготовке рекомендаций и мониторинге качества услуг.

5. Дискурс устойчивости

Инклюзивный туризм связан с устойчивым развитием, поскольку он повышает качество среды для всех, способствует социальной интеграции, расширяет туристский рынок и

[16] Gillovic, B., McIntosh, A., Darcy, S., & Cockburn-Wootten, C. (2018). **“Enabling the language of accessible tourism”.** *Journal of Sustainable Tourism*, 26(4), 615–630. DOI: 10.1080/09669582.2017.1377209.

укрепляет репутацию дестинации. Доступность в этом смысле является не расходом, а долгосрочной инвестицией в качество территории[17].

Эти пять компонентов образуют целостную модель инклюзивного туристского дискурса. Она позволяет перейти от формального понимания доступности к глубокому преобразованию туристской среды, коммуникации и управленческих практик.

Для эффективного развития инклюзивного туризма необходимо реализовать комплекс мер на уровне дестинации.

Во-первых, требуется проведение аудита доступности туристских объектов. Такой аудит должен включать оценку гостиниц, музеев, исторических памятников, транспортных узлов, общественных пространств, ресторанов, туристских информационных центров и цифровых ресурсов. При этом оценку должны проводить не только технические специалисты, но и представители целевых групп.

Во-вторых, необходимо создавать доступные туристские маршруты. Важно адаптировать не отдельный объект, а весь маршрут: транспорт, пешеходную часть, точки отдыха, санитарную инфраструктуру, объекты питания, экскурсионное сопровождение и цифровую навигацию.

В-третьих, следует развивать цифровые карты доступности. Такие карты могут содержать информацию о пандусах, лифтах, доступных туалетах, парковках, тактильных элементах, аудиогидах, уровне сложности маршрута, наличии персонала и возможностях предварительного бронирования.

В-четвёртых, необходимо готовить кадры для инклюзивного обслуживания. Обучение должно включать основы этики коммуникации, особенности работы с разными категориями туристов, правила сопровождения, навыки оказания базовой помощи и понимание принципов универсального дизайна.

В-пятых, важно пересмотреть язык туристской коммуникации. Официальные сайты, буклеты, экскурсионные тексты и рекламные материалы должны использовать корректную лексику, представлять разные группы туристов и предоставлять точную информацию о доступности.

В-шестых, необходимо включать инклюзивность в стратегию брендинга дестинации. Территория, которая позиционирует себя как открытая, безопасная и доступная для всех, получает не только социальное, но и маркетинговое преимущество.

В-седьмых, следует развивать партнёрство между государством, бизнесом, образовательными учреждениями и общественными организациями. Инклюзивный туризм не может быть реализован изолированно; он требует межсекторного взаимодействия.

Заключение

Инклюзивный туризм является одним из важных направлений современного развития туристской индустрии. Его значение выходит далеко за рамки адаптации инфраструктуры для людей с инвалидностью. Он представляет собой комплексную социальную, культурную, коммуникационную и управленческую систему, направленную на обеспечение равного доступа всех категорий населения к туристским ресурсам, услугам и культурному наследию.

[17] Маматкулов И.А. Суть и значение концепции «Инклюзивный туризм» в Узбекистане // International scientific journal Management, Marketing and Finance. Volume2, Issue3

Рассмотрение инклюзивного туризма как объекта социального и туристского дискурса позволяет глубже понять его сущность. Инклюзивность проявляется не только в материальной среде, но и в языке, визуальных образах, официальных документах, маркетинговых стратегиях, цифровых платформах и повседневной практике обслуживания. Именно через дискурс формируется общественное представление о том, кто имеет право быть туристом, какие потребности признаются значимыми и насколько дестинация готова к разнообразию посетителей.

Формирование доступной туристской среды требует системного подхода. Необходимо обеспечить физическую, информационную, цифровую, сервисную и институциональную доступность. При этом особое значение имеет репрезентация равных возможностей: люди с особыми потребностями должны быть представлены в туристской коммуникации как активные, самостоятельные и равноправные участники туристской деятельности.

Инклюзивный туристский дискурс должен основываться на принципах доступности, достоинства, разнообразия, участия и устойчивости. Такой подход позволяет преодолеть фрагментарное и формальное понимание инклюзивности и перейти к созданию действительно открытых туристских дестинаций.

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TURIZM XIZMATLARI ORQALI IQTISODIY O‘SISHNI TA’MINLASHDA INKLYUZIV TURIZMNING ASOSIY OMILLARI

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Annotatsiya. *Mazkur maqolada turizm xizmatlari orqali iqtisodiy o‘sishni ta’minlashning asosiy omillari tahlil qilingan. Turizm xizmatlarining hududiy iqtisodiyotga ta’siri, bandlikni oshirish, infratuzilmani rivojlantirish, investitsiyalarni jalb qilish, xizmatlar eksportini kengaytirish va mahalliy tadbirkorlikni faollashtirishdagi roli yoritilgan. Tadqiqotda turizm xizmatlarining iqtisodiy o‘sishga ta’sir etuvchi omillari tizimlashtirilib, ularning natijaviy ko‘rsatkichlarga ta’siri jadval va sxemalar asosida ochib berilgan. Shuningdek, turizm xizmatlarini rivojlantirish orqali hududiy iqtisodiy barqarorlikni ta’minlash bo‘yicha ustuvor yo‘nalishlar asoslab berilgan.*

Kalit so‘zlar: *turizm xizmatlari, iqtisodiy o‘sish, hududiy rivojlanish, bandlik, investitsiya, infratuzilma, xizmatlar bozori, turizm multiplikatori, raqobatbardoshlik.*

Аннотация. *В данной статье проанализированы основные факторы обеспечения экономического роста за счет туристических услуг. Освещены влияние туристических услуг на региональную экономику, их роль в повышении занятости, развитии инфраструктуры, привлечении инвестиций, расширении экспорта услуг и активизации местного предпринимательства. В исследовании систематизированы факторы, влияющие на экономический рост через туристические услуги, а также раскрыто их воздействие на результирующие показатели на основе таблиц и схем. Кроме того, обоснованы приоритетные направления обеспечения региональной экономической устойчивости посредством развития туристических услуг.*

Ключевые слова: *туристические услуги, экономический рост, региональное развитие, занятость, инвестиции, инфраструктура, рынок услуг, туристический мультипликатор, конкурентоспособность.*

Abstract. *This article analyzes the main factors for ensuring economic growth through tourism services. It highlights the impact of tourism services on the regional economy, including their role in increasing employment, developing infrastructure, attracting investments, expanding service exports, and stimulating local entrepreneurship. The study systematizes the factors influencing economic growth through tourism services and reveals their impact on outcome indicators based on tables and diagrams. In addition, priority directions for ensuring regional economic sustainability through the development of tourism services are substantiated.*

Keywords: *tourism services, economic growth, regional development, employment, investment, infrastructure, service market, tourism multiplier, competitiveness.*

Bugungi kunda jahon iqtisodiyotida xizmatlar sohasi eng tez rivojlanayotgan tarmoqlardan biri bo‘lib, unda turizm xizmatlari alohida o‘rin egallaydi. Turizm nafaqat aholining dam olish va madaniy-ma’rifiy ehtiyojlarini qondirish vositasi, balki iqtisodiy o‘sishni rag‘batlantiruvchi muhim tarmoq sifatida namoyon bo‘lmoqda. Turizm xizmatlari mehmonxona xo‘jaligi, transport, umumiy

ovqatlanish, savdo, madaniyat, ko‘ngilochar xizmatlar, aloqa va boshqa turdosh tarmoqlar bilan uzviy bog‘liq bo‘lib, iqtisodiyotda multiplikativ samara yuzaga keltiradi.

Turizm xizmatlari orqali iqtisodiy o‘sishni ta’minlash masalasi ayniqsa hududiy rivojlanish nuqtayi nazaridan muhimdir. Hududning tabiiy-geografik salohiyati, tarixiy-madaniy merosi, milliy urf-odatlari, gastronomik imkoniyatlari va transport qulayligi turistik xizmatlarni rivojlantirish uchun mustahkam asos bo‘lib xizmat qiladi. Bunday resurslardan oqilona foydalanish natijasida turistlar oqimi ortadi, xizmatlarga bo‘lgan talab kengayadi, bu esa bandlik, daromad, byudjet tushumlari va investitsiya hajmining o‘sishiga olib keladi.

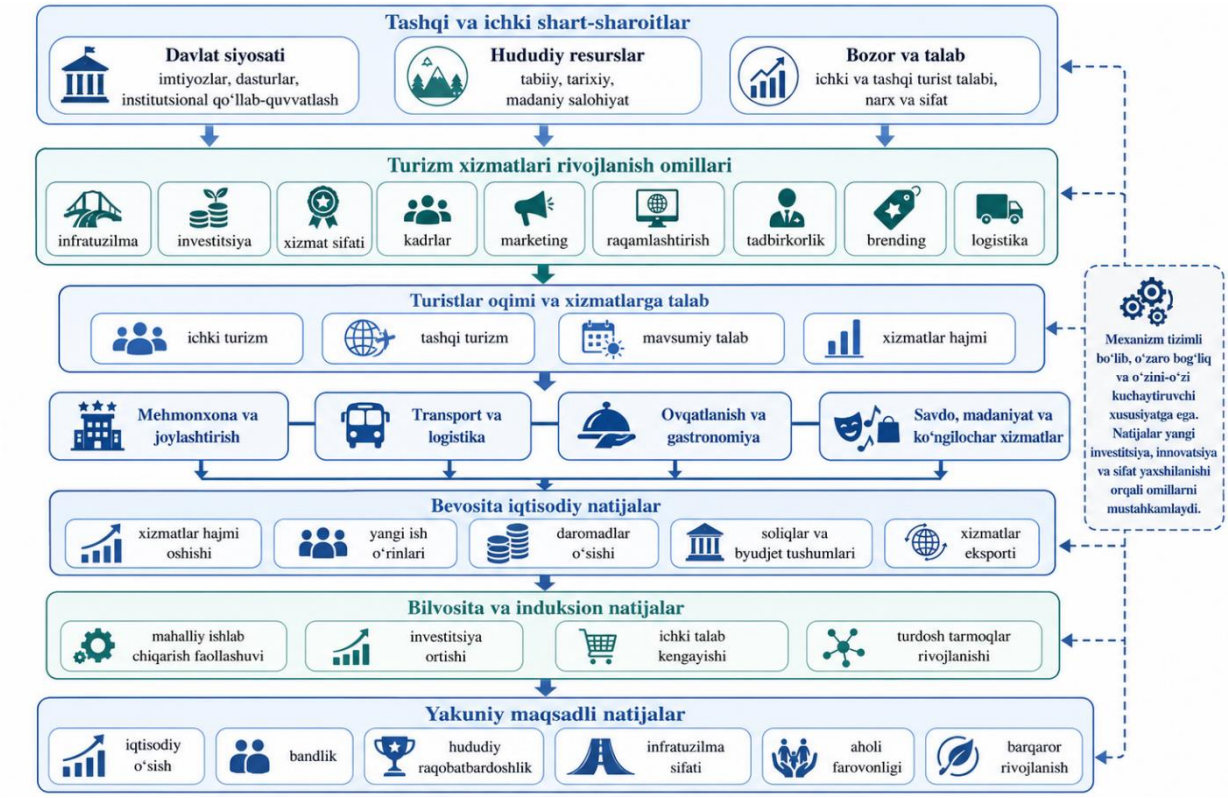
Turizm xizmatlarining iqtisodiy o‘sishga ta’siri bir nechta kanallar orqali namoyon bo‘ladi. Birinchidan, turistlar tomonidan sarflanadigan mablag‘lar bevosita daromad manbai hisoblanadi. Ikkinchidan, turizm bilan bog‘liq turdosh tarmoqlar faollashadi. Uchinchidan, turizm sohasida yaratilgan daromadlar ichki talabni kengaytiradi va yangi iqtisodiy faollikni yuzaga keltiradi. Shu jihatdan turizm xizmatlari iqtisodiy o‘sishning bevosita va bilvosita omili sifatida qaraladi.

1-jadval. Turizm xizmatlari orqali iqtisodiy o‘sishni ta’minlashning asosiy omillari

№	Asosiy omillar	Mazmuni	Iqtisodiy o‘sishga ta’siri
1	Turistik resurslar salohiyati	Tabiiy, tarixiy, madaniy va rekreatsion obyektlarning mavjudligi	Turistlar oqimini oshiradi
2	Infratuzilma rivojlanganligi	Yo‘l, transport, mehmonxona, aloqa, internet va servis xizmatlari	Xizmatlar sifati va qulayligini oshiradi
3	Investitsiyalar hajmi	Turizm obyektlari va xizmatlar sohasiga yo‘naltirilgan mablag‘lar	Yangi quvvatlar va ish o‘rinlari yaratadi
4	Xizmatlar sifati	Mehmondo‘stlik, servis darajasi, xavfsizlik, standartlar	Turistlar qoniqishini va takroriy tashrifni oshiradi
5	Marketing va brending	Reklama, hududiy brend, raqamli targ‘ibot, onlayn platformalar	Talabni kengaytiradi va bozorga chiqishni osonlashtiradi
6	Kadrlar salohiyati	Malakali gidlar, menejerlar, servis xodimlari mavjudligi	Xizmat ko‘rsatish samaradorligini oshiradi
7	Davlat qo‘llab-quvvatlashi	Imtiyozlar, dasturlar, subsidiyalar, institutsional yordam	Tarmoq barqaror rivojlanishini ta’minlaydi
8	Mahalliy tadbirkorlik faolligi	Oilaviy mehmon uylari, hunarmandchilik, gastronomik xizmatlar	Daromad va bandlikni ko‘paytiradi
9	Raqamli texnologiyalar	Onlayn bronlash, raqamli to‘lovlar, axborot platformalari	Bozor samaradorligini va tezkorlikni oshiradi

1-jadvaldan ko‘rinadiki, turizm xizmatlari orqali iqtisodiy o‘sishni ta’minlash ko‘p omilli jarayon hisoblanadi. Mazkur omillar ichida turistik resurslar salohiyati, infratuzilma, investitsiyalar va xizmatlar sifati eng asosiy tayanch omillar sifatida namoyon bo‘ladi. Ayniqsa, resurslarning mavjudligi turizmni boshlang‘ich asos bilan ta’minlasa, infratuzilma va investitsiyalar uni iqtisodiy natijaga aylantiradi. Shu bilan birga, marketing, kadrlar salohiyati va raqamli texnologiyalar talabni

kengaytirib, xizmatlar bozorining samaradorligini oshiradi. Demak, iqtisodiy o‘sishni ta’minlash uchun ushbu omillarni alohida emas, balki o‘zaro bog‘liq tizim sifatida rivojlantirish zarur.



1-rasm. Turizm xizmatlari orqali iqtisodiy o‘sishni ta’minlashning murakkab mexanizmi

Mazkur rasmda turizm xizmatlari orqali iqtisodiy o‘sishni ta’minlashning ko‘p bosqichli va murakkab mexanizmi aks ettirilgan. Unda avvalo tashqi va ichki shart-sharoitlar – davlat siyosati, hududiy resurslar va bozor talabi – boshlang‘ich asos sifatida ko‘rsatilgan. Ushbu omillar negizida turizm xizmatlarini rivojlantiruvchi omillar shakllanadi. Keyingi bosqichda turistlar oqimi va xizmatlarga talab ortadi, bu esa mehmonxona, transport, gastronomiya, savdo va madaniy xizmatlar faollashuviga olib keladi. Natijada bevosita iqtisodiy samara, ya’ni xizmatlar hajmining ortishi, ish o‘rinlari yaratilishi, daromad va byudjet tushumlarining ko‘payishi yuzaga keladi. Shundan so‘ng bilvosita va induksion natijalar – mahalliy ishlab chiqarishning faollashuvi, ichki talabning kengayishi va investitsiyalarning oshishi – shakllanadi. Yakunida esa iqtisodiy o‘sish, hududiy raqobatbardoshlik va aholi farovonligi ta’minlanadi. Demak, turizm xizmatlari iqtisodiy o‘sishga ko‘p darajali va tizimli ta’sir ko‘rsatadi.

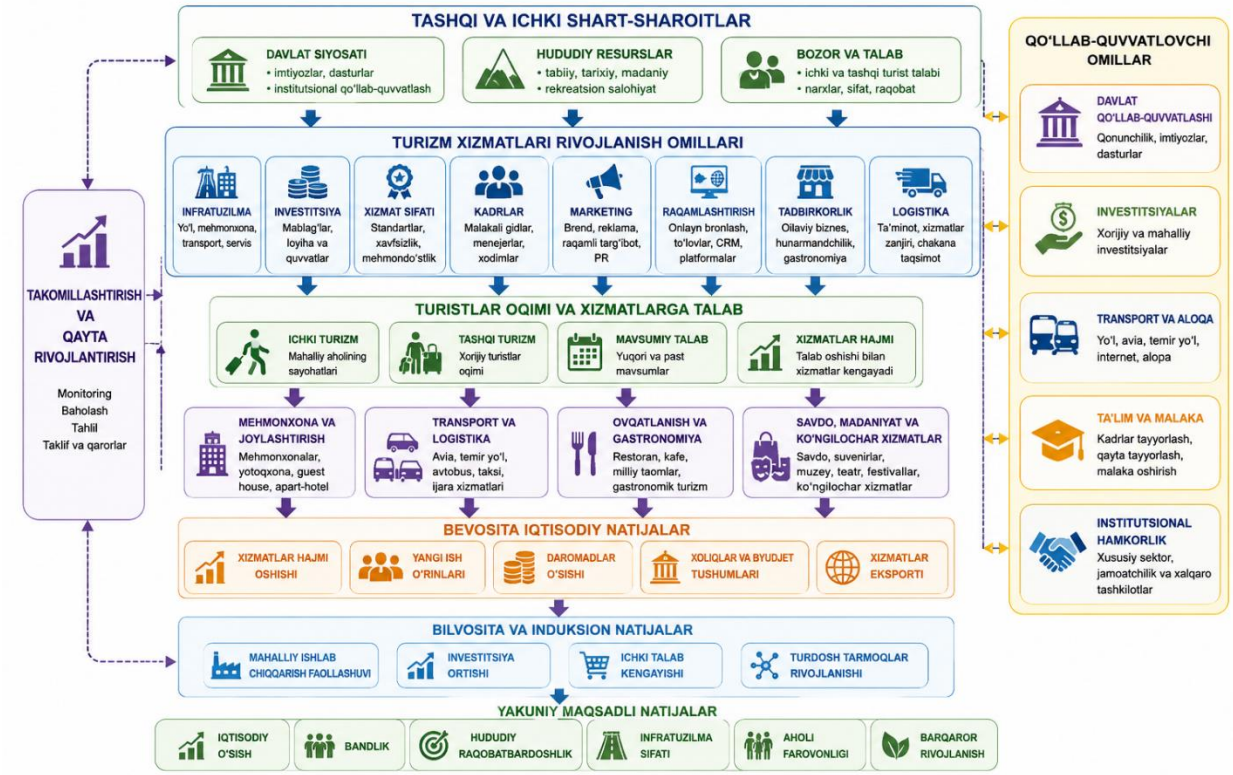
2-jadval

Turizm xizmatlarining iqtisodiy natijalarga ta’sir kanallari

№	Ta’sir kanali	Amalga oshish shakli	Natijaviy ko‘rsatkich
1	Bevosita ta’sir	Turistlar xarajatlari, xizmatlardan tushum	Xizmatlar hajmi, tushum
2	Bandlik ta’siri	Yangi ish o‘rinlari yaratish	Ishsizlik darajasining pasayishi
3	Fiskal ta’sir	Soliqlar, yig‘imlar, turistik to‘lovlar	Byudjet tushumlari
4	Investitsion ta’sir	Mehmonxona, servis, transportga investitsiyalar	Asosiy kapital o‘sishi

5	Multiplikativ ta’sir	Turdosh tarmoqlar faollashuvi	Mahalliy ishlab chiqarish o‘sishi
6	Eksport ta’siri	Xorijiy turistlar sarflari	Xizmatlar eksporti ko‘payishi
7	Hududiy ta’sir	Infratuzilma va brend rivoji	Raqobatbardosh hudud shakllanishi

Ikkinchi jadval turizm xizmatlarining iqtisodiyotga ta’siri alohida yo‘nalishlar bo‘yicha namoyon bo‘lishini ko‘rsatadi. Eng avvalo, bevosita ta’sir turistlar xarajatlari bilan bog‘liq bo‘lsa, bandlik va fiskal ta’sirlar makroiqtisodiy natijalarni shakllantiradi. Investitsion va multiplikativ ta’sirlar esa uzoq muddatli iqtisodiy o‘sishning muhim sharti hisoblanadi. Ayniqsa, xorijiy turistlar oqimi xizmatlar eksportini kuchaytirib, hududga valyuta tushumlarini olib kiradi. Shu bilan birga, turizm hududiy rivojlanish omili sifatida ham muhim bo‘lib, u hududning raqobatbardoshligini oshiradi.



2-rasm. Turizm xizmatlari asosida iqtisodiy o‘sishni ta’minlashning ustuvor yo‘nalishlari

Ikkinchi rasm turizm xizmatlari orqali iqtisodiy o‘sishni ta’minlashning ustuvor amaliy yo‘nalishlarini aks ettiradi. Ushbu yo‘nalishlar orasida infratuzilmani modernizatsiya qilish va xizmatlar sifatini oshirish asosiy o‘rin tutadi. Chunki turistik talabning shakllanishi va turistlar qoniqishi bevosita ushbu omillarga bog‘liq. Shuningdek, raqamli marketing va onlayn platformalar turistik bozorga chiqishni osonlashtiradi. Investitsiyalarni keng jalb qilish yangi obyektlar va xizmat turlarini yaratish imkonini beradi. Mahalliy tadbirkorlikni qo‘llab-quvvatlash va kadrlar salohiyatini oshirish esa turizm xizmatlarining hududiy iqtisodiyotga integratsiyasini kuchaytiradi. Natijada turizm xizmatlari iqtisodiy o‘sishning real drayveriga aylanadi.

Tahlillar shuni ko‘rsatadiki, turizm xizmatlari orqali iqtisodiy o‘sishni ta’minlash ko‘plab omillarning uyg‘un va tizimli rivojlanishini talab qiladi. Turistik resurslar salohiyati, infratuzilma,

investitsiyalar, xizmatlar sifati, marketing, kadrlar salohiyati, davlat qo‘llab-quvvatlashi va raqamli texnologiyalar ushbu jarayonning asosiy omillari hisoblanadi.

Turizm xizmatlarining iqtisodiy o‘sishga ta’siri bevosita daromadlar, bandlik, byudjet tushumlari va xizmatlar eksportining ortishida namoyon bo‘ladi. Bilvosita esa turdosh tarmoqlar rivojlanadi, mahalliy ishlab chiqarish faollashadi va hududiy iqtisodiy raqobatbardoshlik ortadi. Shu bois turizm xizmatlarini rivojlantirish davlat va hududiy iqtisodiy siyosatning ustuvor yo‘nalishlaridan biri bo‘lishi lozim.

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UDC:2964

MECHANISM IMPROVEMENT OF DEVELOPING INCLUSIVE TOURISM IN REGIONS BASED ON INTELLIGENT TECHNOLOGIES (TAKING CHINA'S EXPERIENCE AS AN EXAMPLE)

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Abstract. *Under the wave of digital transformation in cultural tourism, intelligent technologies such as artificial intelligence and big data have become important drivers for promoting the development of inclusive tourism. Taking China's cultural tourism practices as samples, this paper comprehensively uses literature research, case analysis, and statistical methods to explore the operational mechanism of intelligent technologies empowering regional inclusive tourism. The study finds that China's smart tourism has achieved initial results in aging-adaptation and barrier-free services, but there are problems such as imbalanced regional technology layout, insufficient adaptability for special groups, and imperfect benefit distribution mechanisms. Combining typical cases and industry data from eastern, central, and western China, this paper optimizes the original operational mechanism and proposes implementation countermeasures from aspects including facility construction, product optimization, scenario expansion, and institutional guarantee, aiming to promote universal sharing of cultural tourism resources and provide practical references for high-quality development of regional inclusive tourism.*

Keywords: *Intelligent Technology; Inclusive Tourism; Smart Tourism; Cultural Tourism Universal Benefit*

1.Introduction

Inclusive tourism, centered on equal opportunities, universal participation, and shared outcomes, aims to break limitations of age, physical condition, region, and economic conditions, ensuring that all people enjoy cultural tourism services equally. It is the inevitable direction for high-quality development of the cultural tourism industry. Traditional tourism models have shortcomings such as information asymmetry, high service thresholds, and unbalanced urban-rural development. Intelligent technologies can effectively compensate for these deficiencies and provide technical support for the implementation of inclusive tourism.

In recent years, China has continuously promoted aging-adaptation and barrier-free transformation of smart tourism. According to China's 2025 cultural tourism industry monitoring data, 92.3% of 4A-level and above scenic spots in China have completed intelligent basic transformation, and the tourism participation rate and intelligent service usage rate of elderly and disabled groups have steadily increased. However, regional differentiation is prominent: the gap in intelligent levels between eastern and central-western regions, and between urban and rural areas is significant. Some intelligent products are disconnected from the needs of vulnerable groups, making

it difficult for tourism dividends to reach grassroots people. Based on this, combined with practices in various regions of China, this paper analyzes existing problems of intelligent technologies empowering inclusive tourism, optimizes the operational mechanism, and proposes improvement suggestions.

2. Literature Review

The United Nations World Tourism Organization (UNWTO) clarifies that tourism is a basic right for all people and advocates ensuring travel rights of special groups relying on intelligent devices and barrier-free facilities. European and American scholars focus on researching the application of AI navigation and voice interaction technologies in barrier-free tourism, forming a mature paradigm of technology serving vulnerable groups. For example, Theodorou P et al. (2025) proposed that the application "Blind Museum Tourer" can achieve high-precision autonomous indoor navigation for people with visual impairment or blindness in tourism venues such as museums and healthcare facilities[1].

Chinese research is divided into two major directions: First, inclusive tourism research - scholars generally point out that China's cultural tourism industry has problems such as uneven regional development, lack of services for special groups, and unbalanced benefit distribution. Second, smart tourism research - the research focus has gradually shifted from digital operation of scenic spots to creating aging-adapted and barrier-free scenarios, with scenic spots such as Huangshan and West Lake becoming typical demonstration cases. For example, Zhang Xiao and Liu Ming (2025) proposed that vulnerable groups face numerous obstacles in participating in tourism activities, leading to their tourism rights being easily excluded [2]; Liang Lizhi and Ma Yunxiao (2026) took Zhangjiajie National Forest Park as an example to explore further optimizing multi-subject collaborative supply mechanisms to achieve barrier-free tourism services[3].

Existing studies have confirmed the integration value of intelligent technologies and inclusive tourism, but most focus on single cases or individual technologies, lacking mechanistic research from a regional perspective. Based on China's regional differences, this paper reconstructs the operational mechanism to make up for existing research shortcomings.

3.Research Methods

Literature Research Method: Sorting out domestic and foreign monographs, journal papers, and official reports related to inclusive tourism and smart tourism, defining core concepts, and building a theoretical framework.

Case Analysis Method: Selecting typical Chinese cases such as Huangshan in Anhui, West Lake in Hangzhou, and Ningxia Digital Scenic Spot to analyze the effectiveness and shortcomings of intelligent technologies in aging-adaptation, barrier-free services, and rural tourism.

Data Statistics and Entropy Weight-Comprehensive Index Evaluation Method: Organizing 2025 regional smart tourism and barrier-free service data, determining index weights based on entropy weight method, completing quantitative calculation combined with inclusive tourism comprehensive index formula, and objectively comparing development gaps among the three major regions.

4.Analysis and Results

4.1 Analysis Model and Core Formulas

This paper adopts the entropy weight-comprehensive index evaluation model to measure the development level of inclusive tourism empowered by intelligent technologies in each region. This

model can avoid subjective weighting bias and is the mainstream quantitative method for regional comparison in the cultural tourism field.

1.Index Standardization Formula (eliminating dimensions, all indicators in this paper are positive indicators)

$$X'ij = (Xij - \min(Xj)) / (\max(Xj) - \min(Xj))$$

Where: Xij is the original index value of the j-th item in the i-th region; X'ij is the standardized value; max(Xj) and min(Xj) are the maximum and minimum values of the j-th indicator respectively.

2. Index Weight Formula (Entropy Weight Method)

$$wj = (1 - ej) / \Sigma j=1n (1 - ej)$$

ej is the entropy value of the j-th indicator; wj is the indicator weight

3.Comprehensive Development Index of Inclusive Tourism (Core Calculation Formula)

$$Si = \Sigma j=1n\ wj \cdot X'ij$$

Si is the comprehensive index of inclusive tourism in the i-th region, with a value range of [0,1]. The closer the value is to 1, the higher the development level of regional inclusive tourism.

4.2 Empowerment Logic of Intelligent Technologies

Intelligent technologies mainly include four categories: AI, Big Data, VR/AR, and IoT, corresponding to different empowerment paths.

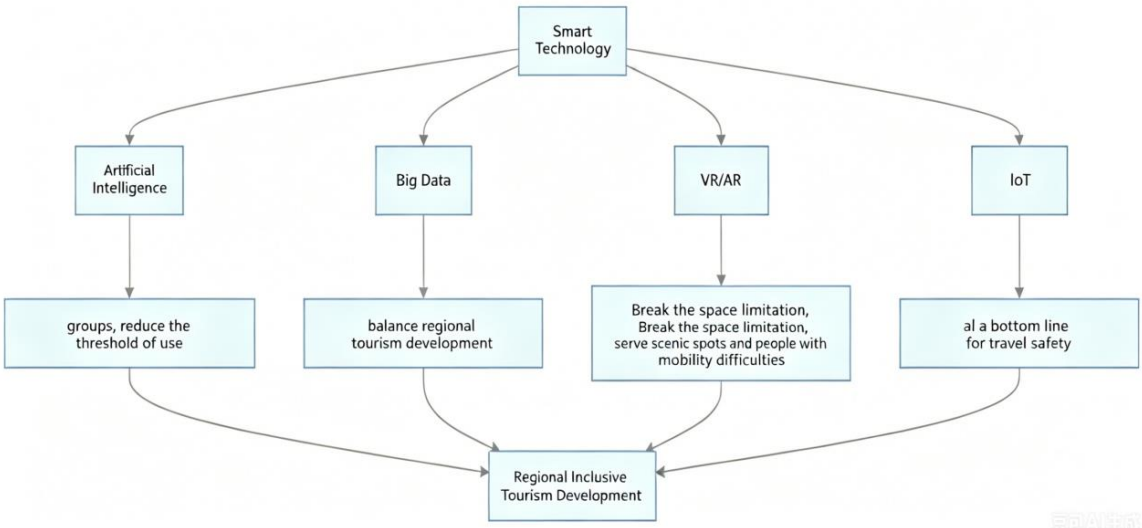


Figure 1-1 Logical Relationship Diagram of Intelligent Technologies and Empowerment Paths

4.3 Regional Development Data and Index Calculation

Combining data from "China Smart Tourism Development Report 2025", "China Inclusive Tourism Development White Paper 2025", etc., three core indicators were selected: completion rate of intelligent transformation in 4A scenic spots, usage rate of intelligent services among elderly groups, and supporting rate of barrier-free intelligent facilities in scenic spots. Data organization, standardization, weight calculation, and comprehensive index calculation were completed, with results as follows.

Table 1-1 2025 China Regional Smart Tourism and Inclusive Tourism Indicators

Indicator	Eastern Region	Central Region	Western Region	China Average	Data Source
Completion rate of	97.90%	92.40%	84.10%	91.70%	China Smart Tourism

intelligent transformation in 4A scenic spots					Development Report 2025
Usage rate of intelligent services among elderly groups	74.80%	61.50%	47.30%	61.20%	China Inclusive Tourism Development White Paper 2025
Supporting rate of barrier-free intelligent facilities in scenic spots	87.60%	70.20%	55.40%	71.40%	China Inclusive Tourism Development White Paper 2025

Table 1-2 Calculation Results of Indicator Weights and Regional Inclusive Tourism Comprehensive Index

Research Region	Standardized value of intelligent transformation rate	Standardized value of elderly usage rate	Standardized value of barrier-free supporting rate	Comprehensive Development Index Si	Development Level
Eastern Region	1	1	1	1	High Level
Central Region	0.6014	0.5164	0.4596	0.5238	Medium Level
Western Region	0	0	0	0	Low Level
Indicator Weight wj	0.3187	0.3339	0.3474	—	—

According to the calculation results of the entropy weight-comprehensive index model: The three core indicators in the eastern region are all at the highest level in China, with a comprehensive development index of 1.0000, showing the highest maturity in intelligent technologies empowering inclusive tourism. The central region has a comprehensive development index of 0.5238, overall in the medium development range, with various intelligent services and barrier-free supporting facilities significantly lagging behind the east. The western region has the lowest level of all indicators, with the comprehensive development index approaching 0, showing obvious shortcomings in intelligent facility construction, aging-adaptation, and barrier-free services. The national usage rate of intelligent services among the elderly is only 61.20%, leaving considerable room for improvement in aging-

adapted transformation of cultural tourism products. The three major regions present a significant gradient difference: the east leads, the central catches up, and the west lags behind, with prominent digital divide issues between regions.

4.4 Typical Cases and Existing Problems

West Lake in Hangzhou launched AR navigation for blind paths and voice assistants, significantly reducing travel risks for visually impaired tourists; Huangshan AI Travel Assistant focuses on reservation and guidance services for elderly tourists, serving a total of 410,000 tourists; Ningxia relies on VR technology to create online digital scenic spots, revitalizing remote cultural tourism resources. However, the cases also expose common problems: First, regional technology imbalance - central and western rural areas lack funds and lag in intelligent facility construction. Second, insufficient product adaptation - most platforms have complex operations and lack special functions such as Braille and real-time subtitles. Third, single application scenarios - technologies are concentrated in reservation and guidance, failing to deeply link with rural industries. Fourth, lack of benefit mechanism - tourism benefits are concentrated in scenic spot enterprises, with limited income increase for grassroots farmers.



Figure 1-2 Huangshan AI Travel Assistant Usage Interface

4.5 Mechanism Reconstruction

In response to existing problems, this paper constructs a four-dimensional operational mechanism of technology-scenario-distribution-supervision: At the technical level, implement "full coverage of basic equipment + customized transformation for special groups"; At the scenario level, build three major service scenarios: urban scenic spots, rural locations, and online cloud tourism; At the distribution level, establish a benefit feedback system; At the supervision level, cultural tourism,

civil affairs, and disabled persons' federations jointly conduct assessments to ensure the implementation of inclusive policies.

5. Conclusions and Recommendations

5.1 Conclusions

Combined with the calculation results of the entropy weight-comprehensive index model, intelligent technologies are the core driving force for promoting the development of regional inclusive tourism, which can effectively break the geographical and group barriers of traditional tourism. In 2025, the comprehensive index of inclusive tourism in China's three major regions differs significantly. The "intelligence + inclusion" tourism model in the eastern region is relatively mature, while the central, western, and rural areas lag behind due to capital and talent constraints. Meanwhile, the industry generally has problems such as poor adaptability of intelligent products, single application scenarios, and uneven benefit distribution. Practice has proven that developing inclusive tourism cannot blindly pile up high technologies. It needs to be promoted hierarchically based on the development level reflected by the regional comprehensive index, and relying on a sound operational mechanism can truly realize universal sharing of cultural tourism achievements.

5.2 Feasible Recommendations

First, promote intelligent facility construction hierarchically. The eastern region focuses on upgrading refined barrier-free services such as AR blind paths and real-time subtitles; central, western, and rural areas prioritize low-cost equipment such as voice reservation machines and simple navigation devices, and local governments establish special subsidies to narrow regional gaps.

Second, optimize aging-adapted and barrier-free design of intelligent products. All cultural tourism platforms add a simplified mode for the elderly. Intelligent equipment in scenic spots is equipped with voice navigation and Braille touch functions. Special groups are regularly invited to participate in product testing.

Third, expand technology application scenarios. Use big data to integrate global tourism resources and guide tourists to rural and niche scenic spots; promote VR cloud tourism mode to meet the travel needs of people with mobility difficulties, while driving online sales of rural specialties.

Fourth, improve benefit sharing and supervision systems. Require smart tourism platforms to extract 5%-10% of benefits for rural facility maintenance and villagers' entrepreneurship support; establish a multi-department joint assessment mechanism, and incorporate the effectiveness of inclusive services into scenic spot rating standards.

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NAVOIY VILOYATI NUROTA TUMANIDA INKLYUZIV TURIZMNI METODOLOGIK RIVOJLANTIRISH YO‘LLARI

Qo‘ziboyev Boxodir Azzamboy o‘g‘li
Ipak yo‘li turizm va madaniy meros xalqaro universiteti mustaqil tadqiqotchisi
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Annotatsiya. *Ushbu maqolada Navoiy viloyati Nurota tumanida inklyuziv turizmni metodologik jihatdan rivojlantirish yo‘llari o‘rganilgan. Tadqiqot davomida nogiron va maxsus ehtiyojli shaxslar uchun qulay turistik muhit yaratishning ilmiy-amaliy asoslari tahlil qilingan, zamonaviy xalqaro tajriba va mahalliy sharoitlar o‘zaro qiyoslab ko‘rib chiqilgan. SWOT-tahlil va kuzatuv metodlari yordamida tuman turizm salohiyati baholangan va strategik tavsiyalar ishlab chiqilgan.*

Аннотация. *В данной статье исследуется методологическое развитие инклюзивного туризма в Нуротском районе Навоийской области. В ходе исследования проанализированы научно-практические основы создания комфортной туристической среды для людей с ограниченными возможностями и особыми потребностями, проведено сравнение современного международного опыта с местными условиями. С помощью SWOT-анализа и методов наблюдения оценен туристический потенциал района и разработаны стратегические рекомендации.*

Abstract. *This article examines the methodological development of inclusive tourism in the Nurotsky district of Navoi region. The study analyzes the scientific and practical foundations for creating a comfortable tourism environment for people with disabilities and special needs, comparing current international practices with local conditions. Using SWOT analysis and observational methods, the district's tourism potential is assessed and strategic recommendations are developed.*

Kalit so‘zlar: *inklyuziv turizm, Nurota tumani, maxsus ehtiyojli shaxslar, universal dizayn, turizm infratuzilmasi, metodologiya, turizm rivojlanishi.*

Ключевые слова: *инклюзивный туризм, Нуротский район, люди с особыми потребностями, универсальный дизайн, туристическая инфраструктура, методология, развитие туризма.*

Key words: *inclusive tourism, Nurota district, people with special needs, universal design, tourism infrastructure, methodology, tourism development.*

Kirish:

Jahon Sog‘liqni saqlash tashkiloti ma’lumotlariga ko‘ra, dunyodagi har sakkizta kishidan biri, ya’ni taxminan 1,3 milliard kishi biron-bir nogironlik turiga ega. Ushbu ulkan auditoriyani o‘z ichiga oluvchi inklyuziv turizm butun dunyo bo‘ylab ijtimoiy hamda iqtisodiy ahamiyat kasb etmoqda. O‘zbekistonda esa bu yo‘nalish hali o‘z rivojlanishining boshlang‘ich bosqichida turibdi.

Nurota tumani – Navoiy viloyatining tarixiy, madaniy va ekologik jihatdan boy hududlaridan biri bo‘lib, u Nurota tog‘lari, Aydar-Arnasoy ko‘llari tizimi, Chust va Nurota qal'alari singari noyob tabiiy hamda madaniy ob'ektlarga ega. Biroq mavjud turizm infratuzilmasi maxsus ehtiyojli shaxslar talablarini qondira olmaydi.

Mazkur tadqiqotning dolzarbligi shundaki, O‘zbekiston 2022-2030 yillarga mo‘ljallangan Turizm strategiyasida inklyuziv yondashuvlar alohida o‘rin tutadi. Ayni paytda viloyat va tuman darajasida inklyuziv turizmni metodologik asosda rivojlantirish bo‘yicha maxsus ilmiy tadqiqotlar deyarli olib borilmagan.

Tadqiqotning maqsadi: Nurota tumanida inklyuziv turizmni rivojlantirish uchun kompleks metodologik yondashuv ishlab chiqish va amaliy tavsiyalar berish.

Tadqiqotning vazifalari:

– inklyuziv turizmning nazariy-metodologik asoslarini tahlil qilish;
– Nurota tumanining inklyuziv turizm salohiyatini baholash;
– inklyuziv turizm rivojlanishiga to‘siq bo‘luvchi omillarni aniqlash;
– xalqaro tajribani o‘rganish va mahalliy sharoitga moslashtirish;
– strategik tavsiyalar va amaliy yechimlar ishlab chiqish.

Mavzuga oid adabiyotlarning tahlili.

Inklyuziv turizm tushunchasi dastlab 1990-yillarda rivojlangan mamlakatlar akademik muhitida muhokama qilingan bo‘lib, keyinchalik xalqaro hujjatlarda mustahkamlandi. Birlashgan Millatlar Tashkilotining 2006 yilgi Nogiron shaxslar huquqlari to‘g‘risidagi konventsiyasi (UNCRPD) va Jahon Turizm Tashkiloti (UNWTO)ning «Hammaga turizm» (Tourism for All) dasturi inklyuziv turizmni rivojlantirishning global asosi bo‘lib xizmat qilmoqda.

Xalqaro adabiyotlarda Darcy va Dickson (2009) inklyuziv turizmni «barcha talablar va imkoniyatlarga ega bo‘lgan sayyohlar uchun barqaror, universal va tenglik asosida qurilgan turistik tajriba» sifatida ta’riflaydi. Buhalis va Darcy (2011) esa bu tushunchani kengaytirb, nafaqat nogiron shaxslarni, balki keksa yoshdagi, homilador va vaqtincha harakat imkoniyati cheklangan

Osiyo mintaqasida inklyuziv turizmga oid tadqiqotlar juda kam bo‘lib, Abduraxmonov (2021) va Xoliqov (2023) kabi o‘zbek olimlari turizm infratuzilmasini umumiy modernizatsiya qilish masalalarini ko‘rgan, ammo maxsus ehtiyojli sayyohlar muammosiga alohida e’tibor berilmagan. Ushbu bo‘shliq mazkur tadqiqotning ilmiy yangiligini belgilaydi.

Metodologik jihatdan tadqiqot universal dizayn tamoyillariga (Mace, 1985), inklyuziv turizm sifat standartlari bo‘yicha ISO 21902:2021 xalqaro standartiga, shuningdek UNESCO-ning madaniy meros turizmini inklyuziv rivojlantirish bo‘yicha ko‘rsatmalariga asoslanadi.

Tadqiqot usullari: Maqolada analiz va sintez, abstrakt-mantiqiy tahlil, kuzatish, qiyoslash, statistik tahlil usullaridan foydalanildi. Shu bois, bibliografik tadqiqot natijasida xizmat ko‘rsatish korxonalari faoliyati samaradorlik ko‘rsatkichlarining nazariy va metodologik tahlil qilingan.

Tadqiqot 2023-yil mart – 2024-yil fevral oylarida Nurota tumanida olib borildi. Kompleks metodologik yondashuv qo‘llanildi:

1. Birlamchi ma’lumotlar to‘plash metodlari

– Kuzatuv (observation): 18 ta turistik ob'ekt, 6 ta mehmonxona, 12 ta restoran va 4 ta transport marshrutida jismoniy mavjudlik imkoniyatlari baholandi.
– So‘rovnoma: Tuman markazida tasodifiy tanlov asosida 320 nafar sayyoh va 85 nafar turizm xizmatlari ko‘rsatuvchi xodim so‘rovdan o‘tkazildi.
– Chuqur suhbat (in-depth interview): Maxsus ehtiyojli 28 nafar sayyoh va 15 nafar mahalliy turizm mutaxassisi bilan yarim tuzilgan suhbat o‘tkazildi.

– Fokus-guruh: Nogiron shaxslar jamoat birlashmalari vakillari ishtirokida 3 ta fokus-guruh sessiyasi tashkil etildi.

2. Ikkilamchi ma’lumotlar tahlili

– Nurota tumanining 2019-2023 yillardagi rasmiy turizm statistikasi tahlil qilindi.
– Ispaniya, Germaniya va Janubiy Koreya tajribasi qiyosiy tahlil usulida o‘rganildi.
– Mavjud qonunchilik bazasi va xalqaro standartlar o‘rganildi.

3. Tahlil metodlari

– SWOT-tahlil: Tuman inklyuziv turizm salohiyatini kuchli va zaif tomonlari, imkoniyat va tahdidlar asosida baholash.
– Xarita tahlili (GIS): Ob'ektlarning jismoniy mavjudlik darajasini geoprostransa ko‘rsatish.
– Iqtisodiy-moliyaviy model: Inklyuziv turizm tatbiqining XVA tahlili (xarajat-foyda tahlili).

Tahlil va natijalar:

4.1. Nurota tumanining inklyuziv turizm salohiyatini baholash natijalari

Kuzatuv natijalari shuni ko‘rsatdiki, baholangan 18 ta turistik ob'ektdan faqat 2 tasi (11,1%) elementar ravishda nogironlar aravachasi uchun qulay kirish imkoniyatiga ega. Mehmonxonalarning 83,3%ida maxsus ehtiyojli mehmonlar uchun moslashtirilgan xona yo‘q. Transport xizmatlarining 100%i inklyuziv talablarga javob bermaydi.

So‘rovnoma ma’lumotlariga ko‘ra, so‘ralgan sayyohlarning 67,8%i Nurota tabiatini chiroyli deb baholagan, ammo 91,2%i infratuzilmani «qoniqarsiz» yoki «juda qoniqarsiz» deb topgan. Nogiron sayyohlarning 89,3%i hech bo‘lmaganda bitta jiddiy qiyinchilik bilan duch kelganini aytdi.

4.2. SWOT-tahlil natijalari

1-jadval. Nurota tumanida inklyuziv turizm SWOT-tahlili

KUCHLI TOMONLAR (S)	ZAIF TOMONLAR (W)
• Noyob tabiiy manzara (Nurota tog‘lari, ko‘llar) • Boy madaniy va tarixiy meros • Mahalliy aholi mehmondo‘stligi • O‘zbekiston strategiyasi bo‘yicha siyosiy qo‘llab-quvvatlash	• Inklyuziv infratuzilmaning yo‘qligi • Mutaxassis kadrlar tanqisligi • Jamiyatda inklyuzivlik mentalitetining pastligi • Ma’lumotlar va axborot tizimining zaifligi
IMKONIYATLAR (O) • Xalqaro grantlar va investitsiyalar jalb qilish • Ekologik va madaniy turizm bilan uyg‘unlashtirish • Raqamli texnologiyalar orqali xizmat sifatini oshirish	**TAHDIDLAR (T)** • Iqlim o‘zgarishining tog‘ hududlariga ta’siri • Moliyaviy resurslar cheklanganligi • Mintaqaviy raqobat (Samarqand, Buxoro)

4.3. Rivojlantirish modeli natijalari

Tadqiqot davomida ishlab chiqilgan «Nurota inklyuziv turizm salohiyatini rivojlantirish strategik modeli» uch bosqichdan iborat:

– I bosqich (2025-2026): Asosiy infratuzilmani moslash – kirish yo‘llari, sanitariya inshootlari, yo‘naltiruvchi belgilar.
– II bosqich (2026-2027): Inklyuziv marshrutlarni ishlab chiqish va xizmat ko‘rsatuvchi xodimlarni o‘qitish.
– III bosqich (2027-2028): Raqamli axborot platformasini yaratish va xalqaro sertifikatlash.

Iqtisodiy hisob-kitoblar ko‘rsatishicha, strategiyani to‘liq amalga oshirish 3 yil ichida inklyuziv segmentdan olingan daromadni 717%ga oshiradi va 200 dan ortiq yangi ish o‘rni yaratadi.

2-jadval. Strategik model ko‘rsatkichlari

Ko‘rsatkich	Holat (2023)	Maqsad (2028)	O‘sish (%)
Inklyuziv marshrut soni	2 ta	12 ta	+500%
Maxsus ehtiyojli sayyohlar	340 kishi	3 200 kishi	+841%
Moslab jihozlangan ob'ektlar	5 ta	35 ta	+600%
Inklyuziv turizm bo‘yicha mutaxassis	0 ta	20 ta	+2000%
Sayyohlik daromadi (mln so‘m)	1 200	9 800	+717%

Tadqiqot natijalari bir qancha muhim xulosalar chiqarishga imkon beradi. Birinchidan, Nurota tumanining tabiiy va madaniy resurslari inklyuziv turizm uchun yetarli salohiyatga ega, lekin bu salohiyat hozirda deyarli ishlatilmayapti. Bu holat xalqaro adabiyotlardagi «attraktsiya-infratuzilma» nomuvofiqlik muammosi (Buhalis, 2011) bilan to‘liq mos keladi.

Ikkinchidan, so‘rovnoma natijalari jamiyatdagi mentalitet to‘sig‘i infratuzilma to‘sig‘idan kam ahamiyatli emasligini ko‘rsatdi. Sayyohlik xodimlarining 74,1%i maxsus ehtiyojli sayyohlar bilan ishlash bo‘yicha hech qanday tayyorgarlik ko‘rmaganini aytdi. Bu Ozoda Mirzayeva (2022) tadqiqotidagi O‘zbekiston mehmon xonadonlari xodimlarida inklyuziv savodxonlikning pastligi haqidagi xulosani tasdiqlaydi.

Uchinchidan, xalqaro qiyoslashda Ispaniyaning Kataloniya mintaqasi tajribasi (2015-2020) ko‘rsatadiki, maqsadli strategik investitsiyalar va davlat-xususiy sheriklik orqali beshta yil ichida inklyuziv segmentni 4 barobarga oshirish mumkin. Nurota kontekstida bu ko‘rsatkich muvofiq hisoblansa-da, miqyos va moliyaviy imkoniyatlar o‘ziga xos moslashuvni talab qiladi.

Tadqiqotning cheklovlari sifatida quyidagilarni ko‘rsatish mumkin: namuna hajmi faqat tuman markazini qamrab olgan, qishloq hududlar etarlicha o‘rganilmagan. Kelajakdagi tadqiqotlar uzun muddatli monitoring va regional qiyosiy tahlilni o‘z ichiga olishi maqsadga muvofiq.

XULOSA VA TAKLIFLAR

Mazkur tadqiqot Navoiy viloyati Nurota tumanida inklyuziv turizmni metodologik rivojlantirish bo‘yicha quyidagi asosiy xulosalarni ilgari suradi:

Nurota tumani inklyuziv turizm uchun yetarli tabiiy va madaniy resurslarga ega, biroq mavjud infratuzilma talabga javob bermaydi.

Inklyuziv turizm rivojlanishiga uchta asosiy to‘siq xos: fizik mavjudlik muammolari (100%), axborot yetishmovchiligi (89%) va kadrlar tayyorlanmaganligi (74%).

Uch bosqichli strategik model 2028 yilgacha inklyuziv sayyohlar sonini 9 barobarga oshirish imkonini beradi.

Universal dizayn tamoyillarini barcha yangi infratuzilma loyihalariga majburiy kiritish tuman uchun eng samarali uzoq muddatli yechim hisoblanadi.

Amaliy tavsiyalar sifatida quyidagilar taklif etiladi: Tuman hokimligida «Inklyuziv turizm koordinatorligi» lavozimini joriy etish; sayyohlik ob'ektlarida universal kirish imkoniyatini ta’minlashni me’yoriy talabga aylantirish; mahalliy turizm operatorlarini inklyuziv xizmat ko‘rsatish texnologiyalariga o‘qitish; raqamli yo‘naltiruvchi platforma (QR-kod, audio gid) yaratish.

Ushbu tadqiqot O‘zbekistonda inklyuziv turizm bo‘yicha olib borilayotgan ilmiy izlanishlar bazasini to‘ldiradi va kelajakdagi mintaqaviy miqyosdagi tadqiqotlar uchun metodologik asos bo‘lib xizmat qiladi.

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DEVELOPING INCLUSIVE FAMILY TOURISM ENTREPRENEURSHIP IN RURAL MOUNTAIN DESTINATIONS: EVIDENCE FROM THE OMONQO‘TON VILLAGE CLUSTER, SAMARKAND REGION

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Annotatsiya. *Mazkur maqolada Samarqand viloyati Urgut tumanidagi Omonqo‘ton qishlog‘i misolida tog‘li qishloq destinatsiyalarida oilaviy turizm tadbirkorligini rivojlantirish salohiyati baholangan. Qishloqning demografik, infratuzilmaviy va tadbirkorlik resurslari inventarizatsiyasi o‘tkazilib, 1723 nafar respondent ishtirokidagi so‘rovnoma natijalari asosida turistik talab tuzilmasi aniqlangan. Mavjud oilaviy mehmonxona sig‘imi va prognoz qilinayotgan turistlar oqimi o‘rtasidagi nomutanosiblik aniqlanib, samarasiz foydalanilayotgan 1,6 gektar tomorqa maydonlarida ekologik toza materiallardan yangi mehmon uylari qurish bo‘yicha investitsion model asoslangan. Mahalliy aholi bandligini ta’minlash va daromadlarni adolatli taqsimlashga yo‘naltirilgan integratsiyalashgan rivojlantirish modeli taklif etilgan.*

Kalit so‘zlar: *tog‘li qishloq turizmi, oilaviy mehmonxona, destinatsiya sig‘imi, Omonqo‘ton, ekoturizm, qishloq bandligi, Samarqand viloyati.*

Аннотация. *В статье оценивается потенциал развития семейного туристического предпринимательства в горных сельских дестинациях на примере села Омонкутан Ургутского района Самаркандской области. Проведена инвентаризация демографических, инфраструктурных и предпринимательских ресурсов села, определена структура туристического спроса на основе опроса 1723 респондентов. Предложена интегрированная модель развития дестинации.*

Ключевые слова: *горный сельский туризм, семейный гостевой дом, ёмкость дестинации, экотуризм, Самаркандская область.*

Abstract. *This article assesses the development potential of family tourism entrepreneurship in rural mountain destinations through a comprehensive case study of Omonqo‘ton village in the Urgut district of Samarkand region, Uzbekistan. The research conducts a systematic inventory of the village’s demographic, infrastructural, and entrepreneurial resources, encompassing 689 households, 1,013 families, and 39 operating business entities. Tourist demand structure is established through survey analysis of 1,723 respondents, revealing a pronounced preference for family-oriented accommodation among visitors. A critical capacity gap is identified between projected tourist flows and existing family guesthouse supply, with 628 family-vacation respondents exceeding the receiving capacity of 293 multi-family households. The study substantiates an investment model for constructing new eco-friendly guesthouses on 1.6 hectares of currently underutilized homestead land, complemented by an integrated destination development framework addressing infrastructure modernization, equitable income distribution, environmental protection protocols, and local community engagement. Implementation projections indicate substantial employment generation potential for the village’s 28 registered unemployed residents and broader*

welfare improvements across the destination cluster encompassing Omonqo'ton, Qoratepa, and the Tersak village group.

Keywords: *rural mountain tourism, family guesthouse, destination capacity, ecotourism, Omonqo'ton, rural employment, Samarkand region, community-based tourism.*

Introduction

Mountain villages occupy a paradoxical position within national tourism development strategies. While their natural endowments, including forests, gorges, caves, waterways, and distinctive architectural traditions, constitute primary attractions for the rapidly expanding ecotourism and rural tourism segments, these same settlements frequently exhibit the weakest entrepreneurial infrastructure, the most constrained accommodation capacity, and the highest rates of labor outmigration within their respective regions [1]. Resolving this tension between attraction potential and service capacity represents a central challenge for tourism-led rural development policy.

Uzbekistan's national tourism strategy explicitly recognizes mountain village development as a priority direction. The government has pursued a deliberate policy of conferring tourist village status upon mountainous settlements, supported by Presidential Resolution PQ-3514 and subsequent regulatory instruments establishing preferential conditions for tourism-specialized rural communities [2]. The strategic objective of expanding tourism service exports to 4 billion USD necessitates substantial enlargement of the accommodation and catering base in precisely these underserved rural destinations [3].

The Samarkand region presents particularly compelling conditions for mountain village tourism development. The Urgut district, encompassing the villages of Omonqo'ton, Qoratepa, and the Tersak cluster (Yuqori Tersak, O'rta Tersak, and Tersak), combines exceptional natural resources, established although informal hospitality traditions, and proximity to Samarkand city's international tourist flows [4]. Yet systematic capacity assessments quantifying these villages' readiness to absorb projected tourist demand remain absent from the academic literature, leaving investment planning to proceed without rigorous empirical foundations.

This study addresses this analytical gap through a comprehensive capacity assessment of the Omonqo'ton village destination, integrating demographic inventory, infrastructure audit, entrepreneurship census, and tourist demand survey methodologies. The research objectives encompass: quantifying the village's existing accommodation and service capacity; establishing the structure and volume of prospective tourist demand; identifying the capacity gap between demand and supply; and formulating an evidence-based investment and development model for closing the identified gap while safeguarding environmental integrity and ensuring equitable distribution of tourism-generated income [5].

Literature Review

The conceptual foundations for rural mountain tourism analysis derive from several intersecting research traditions. The community-based tourism (CBT) paradigm, extensively developed through Central Asian applications, positions local households as the primary unit of tourism service production, with the Kyrgyz CBT network demonstrating that over 85 percent of visitor expenditure can be retained within host families when appropriate organizational structures exist [6]. This evidence base directly informs the family guesthouse development model examined in the present study.

Destination capacity theory, originating in the carrying capacity literature and refined through the destination life cycle framework, provides analytical instruments for assessing the sustainable absorption limits of rural settlements [7]. The classification of tourist complexes by visitor capacity, distinguishing mini-complexes accommodating up to 0.5 thousand visitors, standard complexes of 0.5 to 2 thousand, macro-complexes of 2 to 5 thousand, and mega-complexes exceeding 5 thousand, offers a standardized typology for positioning village destinations within regional tourism systems [8].

Research conducted at the University of Exeter's Centre for Rural Policy Research established that tourism diversification in rural areas can simultaneously advance community interests and sustainable development objectives when local participation mechanisms are institutionalized from the planning stage [9]. Getz's analysis of family business in rural, agricultural, ecological, and extreme tourism contexts identified the innovation life cycle characteristics specific to family enterprises operating in remote destinations [10].

Within the Uzbekistan context, Ostonov's monographic research on rural tourism development characterized family entrepreneurship in village settings as property-based small business activity oriented toward defined income generation, while identifying the organizational-economic mechanisms requiring improvement for sector expansion [11]. Pardayeva's doctoral research established the integrated analytical category combining tourism, family, entrepreneurship, and innovative economy dimensions, providing the conceptual architecture within which the present destination-level analysis is situated [12]. Despite these contributions, village-level capacity assessments integrating demographic, infrastructural, and demand-side data remain exceptional in the Central Asian literature, constituting the specific gap this study addresses.

Research Methodology

2.1 Case Selection Rationale

Omonqo'ton village was selected as the focal case through a two-stage screening procedure. First, comparative assessment of tourist-geographic taxonomy across Samarkand region's mountainous settlements identified Omonqo'ton (Urgut district) and Ohalik (Samarkand district) as possessing the highest concentrations of proximate tourist objects, with five and six attractions respectively within accessible radius [13]. Second, regulatory analysis confirmed that 400 hectares of Omonqo'ton territory hold legally designated recreation zone status, with the village formally included in the family entrepreneurship tourist object registry and 25 hectares of mountainous terrain approved for recreation facility development by the Ministry of Ecology, Environmental Protection and Climate Change [14].

2.2 Data Collection Instruments

The empirical foundation integrates four complementary data streams. The demographic and infrastructure inventory draws upon mahalla administrative records covering household composition, employment status, utility provision, and land use patterns. The entrepreneurship census documents all registered business entities by organizational form and activity direction. The tourist demand survey administered a structured questionnaire to 1,723 respondents, comprising 874 men and 849 women, capturing travel companionship preferences, accommodation type selection, duration patterns, and trip motivations [15]. Geospatial verification employed satellite cartography to confirm the ecotourism zone designation according to location-based taxonomic criteria.

2.3 Analytical Framework

The capacity gap analysis compares survey-derived demand projections against inventoried supply, applying the improved three-method integrated approach for determining tourist territory effectiveness in mountainous contexts. This methodology combines tourist-geographic taxon analysis, attraction concentration assessment, and demand-supply reconciliation to generate investment requirement estimates [16].

Analysis and Results

3.1 Village Resource Inventory

Table 1 presents the consolidated demographic and entrepreneurial profile of Omonqo‘ton village, establishing the baseline resource endowment available for tourism development.

Table 1. Omonqo‘ton Village: Demographic and Entrepreneurial Resource Profile

Indicator	Value	Tourism development implication
Households	689	Potential guesthouse conversion base
Families	1,013	Family labor supply for enterprises
Multi-family households (2+)	293	Priority accommodation candidates
Population	3,582	Local service workforce
Employed residents	1,665	Existing economic activity base
Working abroad	52	Potential return migration on job creation
Registered unemployed	28	Immediate employment absorption target
Business entities (total)	39	Entrepreneurial foundation
— Small business entities	14	Scalable enterprise core
— Individual entrepreneurs	25	Family enterprise candidates
Service entities (incl. catering)	17	Hospitality service nucleus
Homestead land	22 ha	Productive asset base
Underutilized homestead land	1.6 ha / 45 households	Guesthouse construction reserve

Source: Compiled from mahalla administrative records and field inventory [17].

The inventory reveals a village specialized primarily in tourism development and juniper sapling cultivation, with livestock breeding as the supplementary direction. Notably, 585 households, representing 85 percent of the total, are engaged in activities aligned with the mahalla’s designated specialization, indicating strong baseline alignment between local economic structure and tourism development objectives [17]. The entrepreneurial base of 39 entities, while modest, is dominated by

service-oriented activity, with 17 of the total operating in services including public catering, providing an embryonic hospitality nucleus.

3.2 Infrastructure Constraints

Table 2. Infrastructure Provision Assessment

Infrastructure component	Provision level	Investment priority
Electricity supply	100%	Adequate — maintenance only
Liquefied gas supply	100%	Adequate (no natural gas: 0%)
Drinking water supply	70%	High — 30% coverage gap
Sewerage system	Absent	Critical — full system required
Internal road surfacing	0%	Critical — complete construction

Source: Field infrastructure audit [18].

The infrastructure assessment exposes a sharply bifurcated provision profile. Energy supply is fully adequate, with universal electricity coverage and complete liquefied gas access. However, the complete absence of sewerage infrastructure and unsurfaced internal roads, combined with a 30 percent drinking water coverage gap, constitute binding constraints on accommodation quality standards required for international visitor segments [18]. These deficits define the priority allocation for the state investment component of the proposed development model.

3.3 Tourist Demand Structure

The survey of 1,723 respondents establishes the demand-side parameters for capacity planning. The dominant finding concerns travel companionship structure: respondents overwhelmingly selected family-accompanied vacation formats, with 628 respondents explicitly preferring family-based recreation requiring family guesthouse accommodation [19]. Educational composition skewed toward bachelor degree holders among the predominantly employed respondent base, indicating a demand segment with moderate-to-high service quality expectations and corresponding willingness to pay.

Annual travel periodicity analysis enables tourist flow forecasting for capacity dimensioning, while preference distributions across accommodation alternatives, including camping formats for respondents selecting independent or group travel with outdoor recreation orientations, inform the product portfolio composition for the destination [19]. The demand evidence directly supports prioritizing family guesthouse development as the principal accommodation investment direction, with supplementary camping capacity calibrated to the gender-balanced independent traveler segment.

3.4 Capacity Gap Identification

Reconciling demand projections against supply inventory reveals the central quantitative finding of this study. The 628 family-vacation respondents represent demand pressure that the existing stock of 293 multi-family households cannot absorb, even under the optimistic assumption that all such households convert to guesthouse operation [20]. This structural capacity deficit necessitates new construction rather than conversion-only strategies.

Table 3. Development Reserves and Investment Opportunities

Reserve category	Quantity	Unit

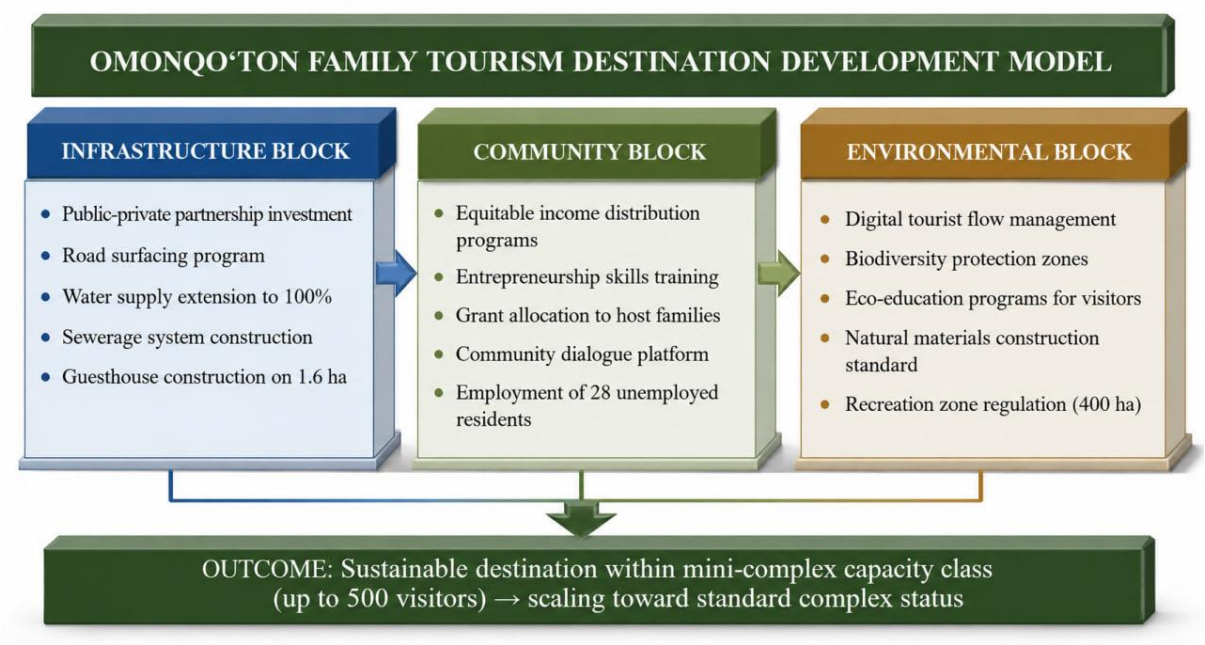
Vacant state property objects	2	units
Vacant non-residential private property	1 / 2,500	units / sq.m
Vacant land for production/service facilities (E-auction)	1 / 6	units / sq.m
Unfinished non-residential private construction	1 / 150	units / sq.m
Suspended family enterprise entities	1	units
Under-capacity operating enterprises	1	units
Underutilized homestead land	1.6	hectares

Source: Compiled from E-auction registry and mahalla records [21].

The reserve inventory identifies 1.6 hectares of underutilized homestead land distributed across 45 households as the principal construction resource. The proposed investment model directs state-allocated funding toward erecting new family guesthouses on these parcels using natural, environmentally clean construction materials, simultaneously addressing the capacity deficit, activating idle land assets, and generating construction-phase and operations-phase employment [21].

3.5 Integrated Destination Development Model

Figure 1. Integrated Development Model for the Omonqo‘ton Family Tourism Destination



Source: Developed by the author based on field research [22].

The integrated model addresses the documented tendency, confirmed through longitudinal observation in the destination, whereby initially positive local attitudes toward tourism deteriorate as visitor volumes intensify pressure on environmental and natural resources [22]. By embedding environmental protection protocols and equitable benefit distribution mechanisms within the development architecture from inception, the model aims to sustain community support through the destination growth trajectory.

Within the standard tourist complex capacity typology, the Omonqo‘ton destination initially positions as a mini-complex accommodating up to 500 visitors, with the medium-term development pathway targeting graduation to standard complex status of 500 to 2,000 visitors as infrastructure investments mature and the guesthouse stock expands [23]. This phased scaling approach prevents the premature volume expansion that the destination life cycle literature associates with environmental degradation and community alienation.

3.6 Cluster Extension Pathway

The Omonqo‘ton model is designed for replication across the broader village cluster encompassing Qoratepa, Yuqori Tersak, O‘rta Tersak, and Tersak. Within this cluster, qualified porter service complexes at family enterprise facilities and family-operated public catering points introducing new tourist catering services constitute the priority service innovations, directly supporting the national objective of expanding tourism service exports toward the 4 billion USD program target [24]. Pilot implementation evidence from the cluster, including the Tersak Waterfalls family tourism enterprise, demonstrates the practical viability of the methodological recommendations within operating business contexts [25].

Conclusions and Recommendations

This study has produced the first comprehensive capacity assessment of a mountain village family tourism destination in the Samarkand region, generating empirically grounded foundations for investment planning. The principal findings and their policy implications are summarized as follows.

First, Omonqo‘ton village possesses a strong but incomplete resource foundation for family tourism development. The alignment of 85 percent of households with the tourism-oriented mahalla specialization, the existing nucleus of 17 service enterprises, and the legally designated 400-hectare recreation zone constitute substantial assets. However, the complete absence of sewerage and surfaced roads, alongside the 30 percent drinking water gap, presently constrains the destination below international accommodation standards [26].

Second, demand-supply reconciliation identifies a structural accommodation deficit: 628 surveyed family-vacation preferences exceed the conversion capacity of 293 multi-family households, mandating new construction. The 1.6 hectares of underutilized homestead land across 45 households provides the construction resource for closing this gap through eco-material guesthouse development [27].

Third, the integrated three-block development model, coordinating infrastructure, community, and environmental interventions, offers a transferable template for the broader village cluster and analogous mountain destinations nationally [28].

Based on these findings, the following recommendations are advanced:

Recommendation 1: Allocate state investment, structured through public-private partnership, to the priority infrastructure sequence of internal road surfacing, sewerage system construction, and drinking water extension, as preconditions for guesthouse quality certification [29].

Recommendation 2: Implement the homestead guesthouse construction program on the identified 1.6 hectares, applying natural clean-material construction standards and prioritizing the 45 households holding underutilized parcels as enterprise owners [30].

Recommendation 3: Establish the community dialogue platform and equitable income distribution program before visitor volume scaling, institutionalizing local participation to sustain community support through destination growth [31].

Recommendation 4: Deploy digital tourist flow management within the 400-hectare recreation zone, with biodiversity protection sub-zones, to maintain the destination within sustainable carrying capacity as it scales from mini-complex toward standard complex classification [32].

Recommendation 5: Extend the validated model to the Qoratepa and Tersak village cluster, introducing porter service complexes and family catering points as the service innovation vector supporting national tourism export objectives [33].

Future research should establish longitudinal monitoring of community attitudes and environmental indicators as visitor volumes grow, enabling adaptive recalibration of the carrying capacity thresholds, and should extend the capacity assessment methodology to comparative application across Uzbekistan's designated tourist villages for national prioritization of investment allocation.

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INTERNATIONAL SCIENTIFIC JOURNAL
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SPECIAL ISSUE: INCLUSIVE TOURISM, SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

SPATIAL DIFFERENTIATION AND FUNCTIONAL CLASSIFICATION OF INCLUSIVE TOURISM AND LEISURE RURAL AREAS: EVIDENCE FROM CHINA

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Abstract. *Understanding the spatial analysis and functional classification of tourism and leisure rural areas is of great significance for China. Therefore, based on the nearest neighbor index, geographic concentration index, and kernel density formula, the article comprehensively adopts methods such as ArcScene 3D terrain map and Kriging interpolation function (normal distribution QQ map test and trend analysis) to analyze the spatial differentiation characteristics and functional classification of tourism and leisure rural areas in China. Research has found that: According to the formula for calculating the nearest neighbor index, China's tourism and leisure rural areas exhibit a significant agglomeration distribution pattern. From the perspective of geographical concentration index, China's tourism and leisure rural areas are in an uneven distribution state at the provincial and regional levels. From the application law of the kernel density formula, China's tourism and leisure rural areas show a significant spatial distribution difference pattern at the junction of the Yangtze River Delta region in the coastal region and the three provinces of Chongqing, Sichuan, and Guizhou. According to the Kriging interpolation function, after selecting the Log transform, the normal distribution QQ chart follows the normal distribution test. In addition, in the trend analysis function, the X-axis, Y-axis, and Z-axis each have their own significance. The functional classification of tourism and leisure rural areas in China can be divided into five types: rural agricultural sightseeing, rural agricultural experience, rural leisure vacation, rural cultural inheritance, and rural science popularization education. These provide necessary reference and strong practical significance for the study of spatial differentiation characteristics and functional classification of tourism and leisure rural areas in China.*

Keywords: *China; tourism and leisure rural area; spatial differentiation characteristic; functional classification; ArcGIS spatial analysis*

Introduction

In February 2023, the State Council has proposed the "Opinions on Doing a Good Job in the Key Work of Comprehensively Promoting Rural Revitalization in 2023" highlighting that rural catering, shopping, cultural and sports, tourism, and leisure services should be developed. The next key task is to support the creation of strong agricultural industrial towns, modern agricultural industrial parks, and advantageous characteristic industrial clusters, as well as cultivate new rural industries and formats. Therefore, in constructing rural tourism and leisure areas in China, it is essential to improve the efficiency of various agricultural formats and tap into the benefits of diverse

industries in rural areas. Finding a meaningful way to expand new industries and formats in rural areas is also crucial. In addition, by relying on a good ecological environment and cultural advantages, developing tourism and leisure villages according to local conditions with favorable rural resources, and transforming existing rural resources, ecology, and cultural status into products, industries, and economic advantages, China can promote the high-quality development of rural industries.

In this context, vital issues are seizing national policy opportunities, developing related leisure rural tourism industries, and promoting sustained economic, cultural, and political growth in building China's tourism and leisure countryside. Hence, this study analyzes the spatial differentiation problems that Chinese rural tourism and leisure areas face and proposes a classification model of rural tourism and leisure functions in combination with their current situation. Finally, suggestions for further developments are provided.

Related research progress

There is a lack of research on tourism and leisure in rural areas, a relatively new concept. Most scholars have only described the research methods for leisure and tourism and the rural nature of leisure research. Some studies focus on the relationship between leisure lifestyles and the rural welfare economy, rural tourism activities, and other aspects (Jenkins, 2000; Edwards and David, 2011; Hjalager, 2004; Figueiredo and Raschi, 2013). Some scholars have conducted studies on leisure and rural tourism. Huang et al. (2023) constructed a double difference using a quasi-natural experiment selected by the "National Leisure Agriculture and Rural Tourism Demonstration County" to empirically evaluate the causal relationship between rural tourism development and the urban-rural income gap. Yang and Wang (2013) analyzed the provincial advantages of rural tourism and leisure agriculture in terms of longevity culture themes, natural ecological environments, longevity culture heritage, and longevity status. Zhang et al. (2019) used structural equation modeling (SEM) to explore how urban resident tourists under multidimensional pressure can enhance their happiness by traveling to rural areas for leisure activities. Tan et al. (2010) explored the relationship between perceived life stress, leisure adjustment strategies, and health among rural tourism tourists and empirically tested it using SEM. Huang et al. (2022) conducted a "quasi-natural experiment" using the policies of national demonstration counties for leisure agriculture and rural tourism to empirically test the impact, mechanisms, and limiting factors of leisure agriculture and rural tourism development on farmers' income growth. Li et al. (2020) used the PSM-DID method to evaluate the economic effects of demonstration counties, analyzed the dynamic effects and marginal benefits of policy impact, tested the robustness of the model, and elucidated the impact mechanism of leisure agriculture development. Li (2020) contended that for developing rural tourism, attention should be paid to three development strategies: the need for leisure enthusiasm, the enhancement of competitiveness, and the feasibility analysis. Wang et al. (2023) used the landscape transfer matrix and landscape index method to analyze the evolution law of leisure agriculture landscape patterns. Lin et al. (2019) elaborated on the participation behavior, degree, and effectiveness of community villagers in rural leisure tourism at the micro level. Mao (2009) analyzed the types and spatial distribution of rural leisure tourism destinations in tourist areas and established an evaluation model for the resource attribute characteristics of rural leisure tourism destinations. Pang (2008) argued that strengthening the exploration of market positioning, resource categories, product development, and other aspects of rural leisure tourism should guide and regulate the development of the industry. Tang (2023) proposed

that cultural landscape design was a crucial way to promote the development of the rural leisure tourism industry. Lin (2011) pointed out that rural tourism resources were usually referred to as rural landscapes and divided into two categories: rural natural landscapes and rural cultural landscapes. Wei et al. (2019) proposed a structural statistical analysis of leisure agriculture and rural tourism policy documents released by relevant departments and analyzed the evolution process and characteristics of China's leisure agriculture and rural tourism policies. Gu and Yan (2014) constructed a development model for rural leisure tourism complexes by improving the welfare of farmers based on the goal of new urbanization and applying the theory of welfare economics. Ulan (2018) argued that promoting the coordinated development of leisure agriculture and rural tourism could create a new development space for supply-side structural reform and high-quality development of the rural economy. Wang (2018) established a digital poverty alleviation mechanism for leisure agriculture and rural tourism to upgrade the tourism industry. Chen et al. (2023) constructed a panel model to examine the impact and mechanism of agricultural tourism integration on agricultural labor productivity. Guo et al. (2002) proposed the themes of sightseeing, leisure agriculture, and rural folk tourism and conducted special reports and discussions on six main themes: rural folk customs, cultural tourism, and rural agricultural economic development. From the perspective of supply-side reforms, Zhu (2016) observed the transformation and upgrading of China's leisure agriculture and rural tourism industry structures.

In summary, little research has been conducted on tourism, leisure, and rural areas, either domestically or internationally. However, a certain degree of collaboration between leisure and rural tourism has been observed in China. A few research methods have been used to examine the spatial distribution characteristics of China's tourism, leisure, and rural areas. Therefore, this study analyzes the spatial differentiation characteristics and functional classification of rural tourism and leisure areas in China, thus providing a necessary reference basis with strong practical significance for future research.

Research methods

Nearest Neighbor Index

Taking China's rural tourism and leisure areas as point elements, the nearest neighbor index was used to determine the spatial distribution pattern of these areas. We proceeded as follows:

$$T=\overline{u_1}/\overline{u_v}, \quad \overline{u_v}=\frac{1}{2\sqrt{n/Q}} \qquad (1)$$

Where T is the nearest neighbor index. $\overline{u_1}$ is the average nearest neighbor distance, $\overline{u_v}$ is the theoretical closest distance, and Q is the area of China's tourism and leisure countryside, where N denotes the number of tourists and leisure villages. T>1 indicates that China's tourism and leisure villages are evenly distributed, while T=1 indicates that China's rural tourism and leisure areas are randomly distributed. If T<1, China's rural tourism and leisure areas show a clustering distribution trend.

Geographical concentration index

The geographic concentration index reflects the agglomeration status of China's tourism and leisure rural areas nationwide. It reads as follows:

$$K=100\times\sqrt{\sum_{i=1}^{n}\left(A_i / M\right)^2} \qquad (2)$$

Where K denotes the geographical concentration index. The larger the value of K, the more concentrated the distribution of tourism and leisure villages in China. Conversely, the smaller the K value, the more dispersed the distribution of tourism and leisure villages in China. A_i represents the number of tourism and leisure villages distributed in the ith province. M is the total number of tourism and leisure rural areas in China, where N is the number of tourists and leisure villages in the province or city.

Kernel density

A kernel density analysis can further explore the concentrated distribution blocks of tourism and leisure in rural areas throughout the country. The mathematical formulation reads as follows:

$$p(x)=\frac{1}{nz}\sum_{i=1}^{n}d\left(\frac{x-x_i}{z}\right) \qquad (3)$$

where p(x) represents the estimated density function value of rural tourism and leisure areas at x, and n is the number of tourism and leisure villages in China. X_i represents the coordinate position of point i, and z is the bandwidth. D is a weight function used to estimate the number and availability of data points.

Analysis of spatial differentiation features and functional classification

Spatial differentiation characteristics of tourism and leisure villages in China

- Distribution characteristics of the number of tourism and leisure villages in China

According to statistics, in 2023, 256 beautiful leisure villages exist in China (Only refers to Chinese Mainland). The distribution of tourism and leisure villages is shown in Figure 1. The distribution of each province is shown in Table 1.

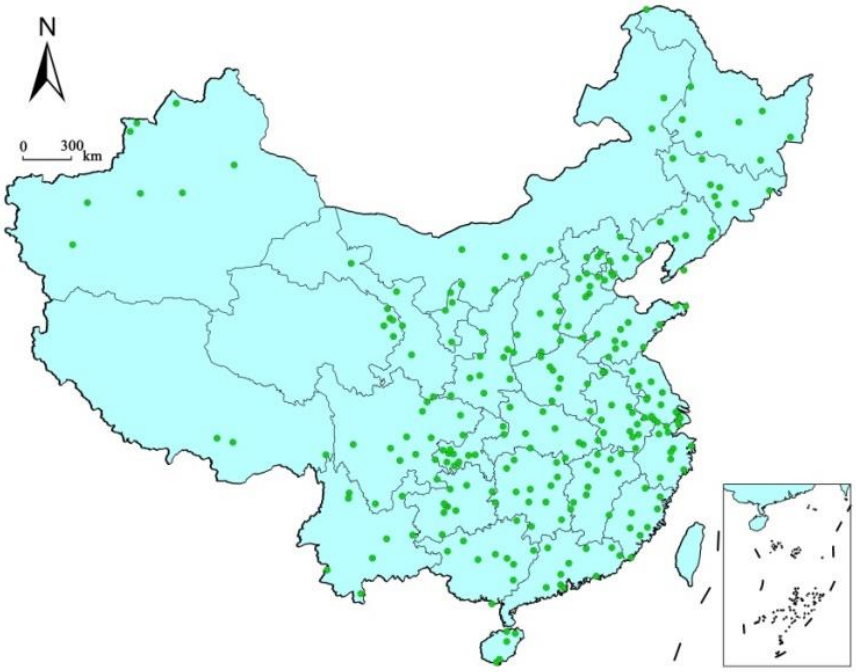


Figure 1. Distribution of the number of tourism and leisure villages in China in 2023.

Table 1. Distribution of tourism and leisure villages in various provinces of China in 2023.

Province (District, City)	Distribution (Number)	Proportion (%)
Beijing	4	1.56
Tianjin	4	1.56
Hebei	8	3.13
Shanxi	8	3.13
Inner Mongolia	8	3.13
Liaoning	8	3.13
Jilin	8	3.13
Heilongjiang	8	3.13
Shanghai	4	1.56
Jiangsu	12	4.69
Zhejiang	10	3.91
Anhui	12	4.69
Fujian	8	3.13
Jiangxi	10	3.91
Shandong	10	3.91
Henan	10	3.91
Hubei	10	3.91
Hunan	12	4.69
Guangdong	10	3.91
Guangxi	10	3.91
Hainan	5	1.95
Chongqing	12	4.69
Sichuan	12	4.69

Guizhou	10	3.91
Yunnan	8	3.13
Xizang	3	1.17
Shaanxi	8	3.13
Gansu	6	2.34
Qinghai	5	1.95
Ningxia	5	1.95
Xinjiang	8	3.13
Total (pieces)	256	100.00

- Calculation law of the nearest neighbor index

By substituting the horizontal and vertical coordinates of 256 tourism and leisure villages, the actual average nearest distance of China's tourism and leisure villages is calculated as $\overline{u_1}$≈119.04 km, the theoretical nearest distance is $\overline{u_v}$≈85.6 km, and the nearest neighbor index T≈0.719<1. Therefore, China's tourism and leisure villages show significant clustering distribution patterns (Lin & Chen, 2021).

- Calculation rules of the geographic concentration index

The geographical concentration index of China's tourism and leisure rural areas is calculated, and the geographical concentration index is K≈18.85. If 256 tourism and leisure rural areas are evenly distributed in 31 provinces, the scenic spots in each region are approximately 8.26, and the geographical concentration index is K_0≈17.96＜18.85. This result fundamentally verifies that China's tourism and leisure rural areas are in an uneven distribution state at the provincial level (Liu et al., 2023).

- Application rules of nuclear density formula

The spatial distribution of core density in rural Chinese tourism and leisure areas is shown in Figure 2. First, the core density values were divided into nine blocks, with the first yellow block ranging from 0.0000 to 0.2075 and the ninth dark blue block ranging from 1.6606 to 1.8681. Across the country, two major blocks, I and II, are the most prominent. The most typical area of Block I is mainly in Jiangsu and Zhejiang provinces (the ninth block contains three in Jiangsu and three in Zhejiang, totaling six Chinese tourism and leisure villages), including Qianyuan Village in Taihua Town, Yixing City, Wuxi City, Guilin Village in Tianmuhu Town, Liyang City, Changzhou City, Maoshan Village in Qiqiao Street, Gaochun District, Nanjing City, Jiangsu Province, and Fangyi Village in Xiaopu Town, Changxing County, Huzhou City, Zhejiang Province Xiangyang Village, Shuanglin Town, Nanxun District, Huzhou City and Xiaogucheng Village, Jingshan Town, Yuhang District, Hangzhou City, Zhejiang Province. The second typical block is mainly a municipality, directly under the central government of Chongqing (the eighth block contains two Chongqing villages, totaling two national-level tourism and leisure villages), which comprises Baoping Villages in Xianfeng Town, Jiangjin District, Chongqing, and the New Rural Area in Shijiao Town, Qijiang District. Therefore, a significant spatial distribution pattern is observed at the junction of the Yangtze River Delta region along the coast and in the Chongqing, Sichuan, and Guizhou provinces (Kong et al., 2023).

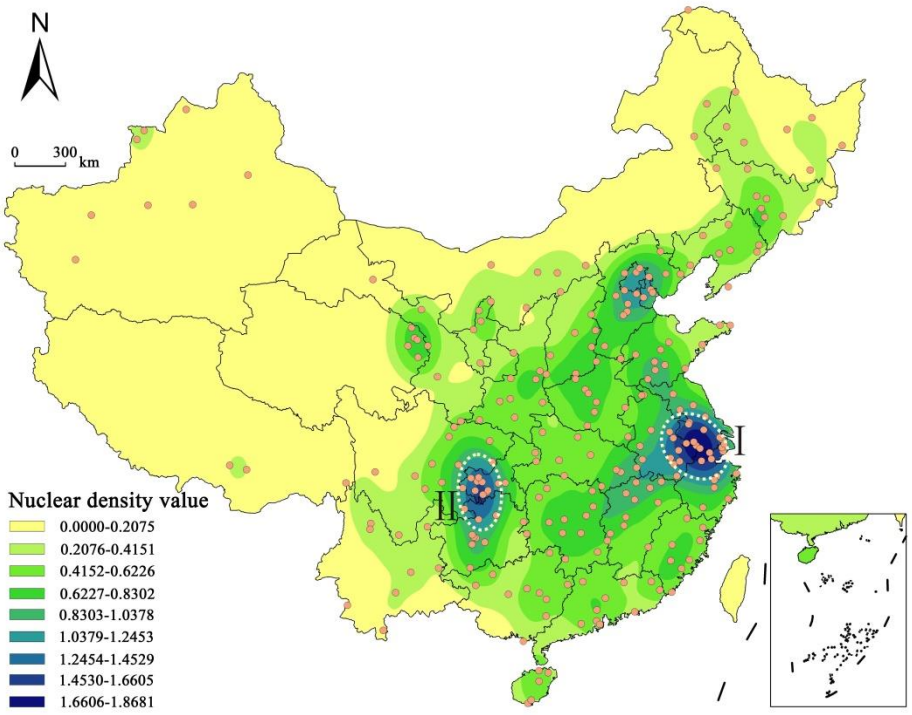


Figure 2. Spatial distribution of core density in Chinese tourism and leisure villages.

Figure 3 shows a 3D topographic map of the kernel density space formed in ArcScene. The top layer was obtained from the resolution digital elevation database GDEMV3 30m.

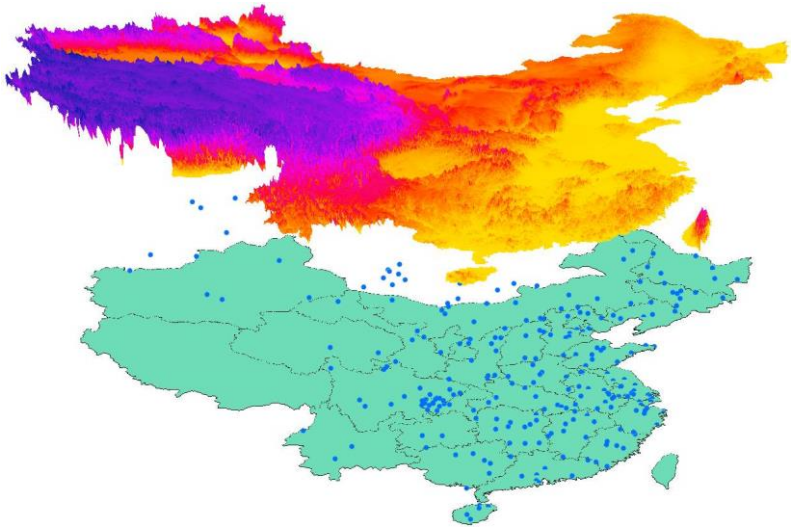


Figure 3. Kernel density spatial 3D topographic map.

- Kriging interpolation function

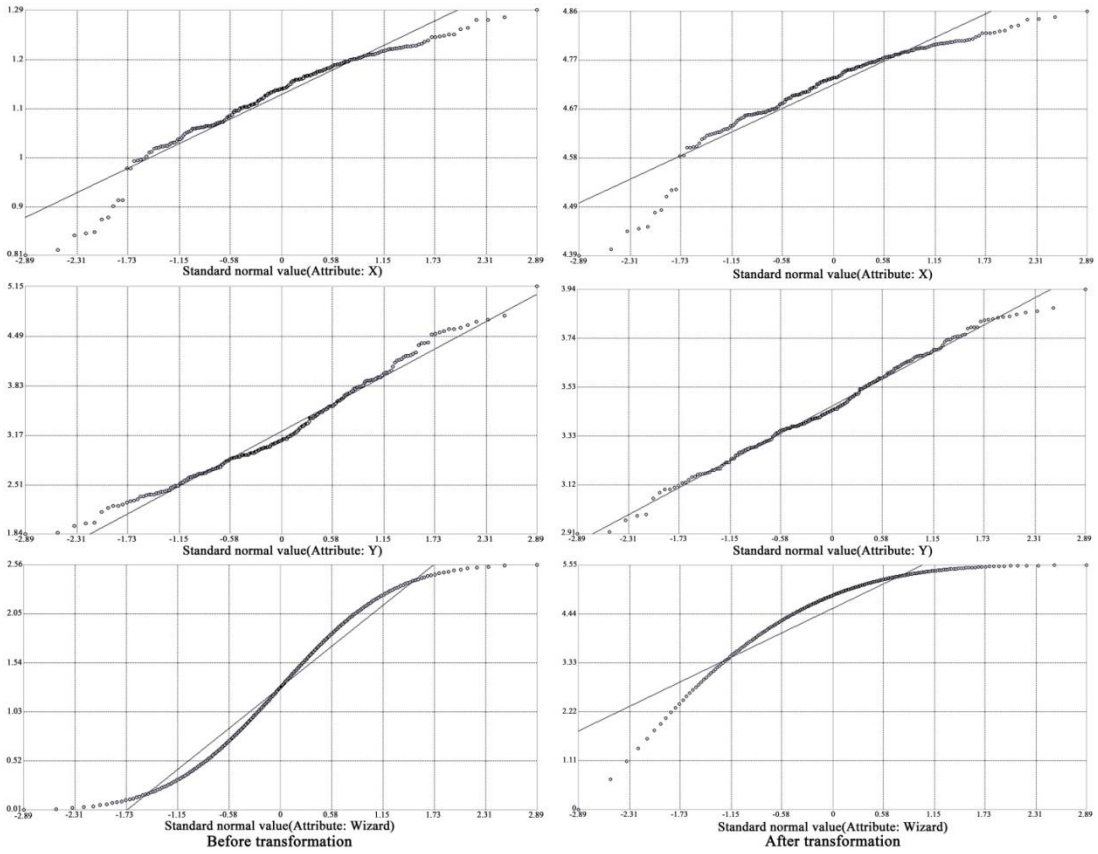


Figure 4. Normal QQ before and after a Log transformation selection.

(1) Normal distribution QQ plot tests. Next, we tested the normal distribution QQ chart. Figure 4 shows that before selecting the Log transformation, the standard normal values *X, Y,* and the guide values of the three coordinate attributes differ from the standard normal distribution, indicating that the data do not follow a standard normal distribution. However, after selecting the Log transformation in the transformation column, the standard normal values *X, Y,* and guide values of the three coordinate attributes in the normal QQ graph on the right follow a normal distribution.

(2) Trend analysis. Next, using the trend analysis function in the ArcGIS Kriging interpolation, the following analysis was conducted on China's rural tourism and leisure areas (Figure 5). The XY plane is similar to the distribution map of the number of rural tourism and leisure areas in China, with the X-axis direction from west to east and the Y-axis direction from south to north. The Z-axis serves as a guide, supporting the two vertical planes (Hu et al., 2020).

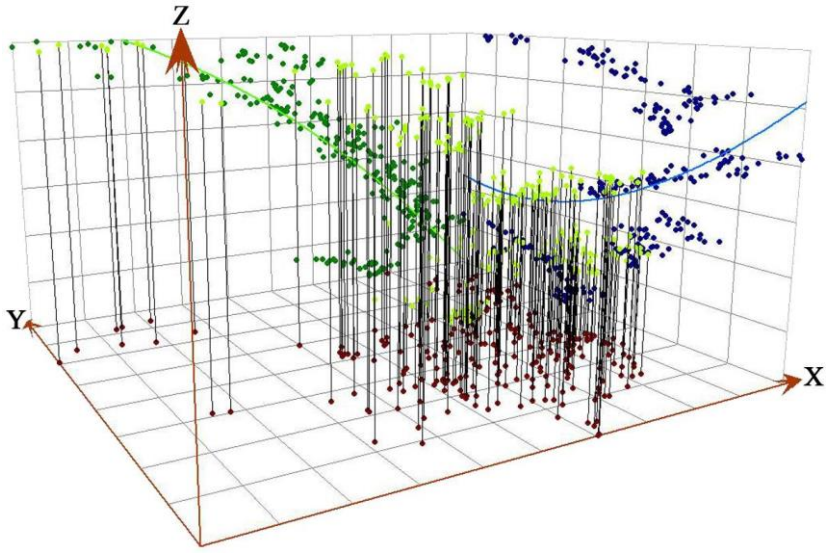


Figure 5. Trend analysis chart.

Classification of tourism and leisure rural functions in China

Rural tourism and leisure areas in China can be classified according to their functions as follows:

- Rural agricultural sightseeing

Rural agricultural tourism refers to agricultural skills that can meet residents' spiritual and material needs in rural areas, attracting tourists to participate in activities such as sightseeing, tasting, entertainment, and labor (Hjalager, 1996). Heiguanyin Village, Tiechang Town, Rong County, Zigong City, Sichuan Province exploits its unique natural landscape in the Stalagmite Valley to introduce tea tourism to tourists. They form a rural complex that combines leisure sightseeing, tea-picking experiences, and agricultural product processing. Niuzaping Village, Dianjun Street, Dianjun District, Yichang City, and Hubei Province are surrounded by mountains and rivers with beautiful rocks and forests. The Yangtze River flows around the village, driving the improvement of the rural ecological value and tourism.

- Rural agricultural experience

Relaxed and enjoyable agricultural labor activities are proposed based on rural agricultural production. The plan is to provide tourists with family picking and planting agricultural activities, such as vegetable picking, rice field transplanting, beekeeping, honeymaking, sweet potato digging, and medicinal garden picking experience functions, making their activities more interesting and satisfying the curiosity of tourists (Kastenholz and Lima, 2011). Xibailianyu Village in Fengjiayu Town, Miyun District, Beijing, has created an agricultural industrial park containing various characteristic crops and plans to build a zebra camp for tourists to experience farming, adopting, picking, leisure, and entertainment. Yangshan Village, Guling Town, Mashan County, Nanning City, Guangxi Zhuang Autonomous Region, has developed a rural tourism industry with peculiar characteristics and built an organic planting and breeding base for perfume lemons, a sunshine rose grape plantation, and a citrus planting base.

- Rural leisure vacation

Rural recreational vacations mainly refer to the provision of catering, accommodation, and other living and service facilities for tourists in leisure villages so that they can eat and live in the countryside as soon as they arrive (Everett and Aitchison, 2008). For example, Houheilongmiao Village in Zhangshanying Town, Yanqing District, Beijing, is a homestay-gathering village where each homestay courtyard is spacious and tidy, with unique decorative styles.

- Rural cultural inheritance

The development of tourism and leisure in rural areas can promote the countryside's unique industrial and folk culture; at the same time, it can also provide a rural culture with special charm and color (Stebbins, 1996). Shantang Village, Langxia Town, Jinshan District, Shanghai, exhibits the Congpu Cultural Park and Qingyan Printmaking Art Center, which share folk culture. Bailong Village, Yueqing Town, Tumen City, Yanbian Korean Autonomous Prefecture, Jilin Province explores new development opportunities with their unique Korean ethnic villages, becoming a window for tourists to learn about Korean folk culture. Shiyi Village, Qushan Town, Beichuan Qiang Autonomous County, Mianyang City, Sichuan Province leverages the advantages of Qiang culture and other local areas to teach tourists excellent Qiang family rules and teachings, such as Qiang songs and dances and Qiang embroidery skills. The giant panda culture in Wannian Village, Longcanggou Town, Yingjing County, Ya'an City makes it a showcase center for the achievements of the Giant Panda National Park. Zhuotongjing Town, Daying County, Suining City is a village that leverages the resource advantage of a well-salt culture to achieve industrial revitalization.

- Rural science popularization education

Tourism and leisure rural areas pass on local customs and agricultural knowledge to tourists, helping them recognize various animals, plants, crops, labor tools, and usage skills (Che and Wargenau, 2011). The "Mushroom Mobilization" scenic area in Lushui Village, Jungle Town, Qijiang District, Chongqing is a paradise with edible mushrooms as its theme. Facilities in the scenic area are constructed to simulate the appearance of mushrooms.

Conclusion and recommendations

This study examined 256 Chinese tourism and leisure villages. First, the nearest neighbor index, geographic concentration index, and kernel density formula were used. ArcScene was then used to create a 3D terrain map. ArcMap was employed to perform Kriging interpolation (normal distribution QQ map test and trend analysis) of Chinese tourism and leisure villages. The spatial differentiation characteristics of Chinese tourism and leisure villages were explored, and the functional classification of Chinese tourism and leisure villages was analyzed.

Research conclusions

The main research conclusions are as follows:

(1) According to the nearest neighbor index, China's rural tourism and leisure areas exhibit a significant clustering distribution pattern.
(2) From the perspective of the geographical concentration index, China's rural tourism and leisure areas are unevenly distributed at the provincial and regional levels.

(3) From the kernel density application law, China's rural tourism and leisure areas show a significant spatial distribution difference pattern at the junction of the Yangtze River Delta region in the coastal region and Chongqing, Sichuan, and Guizhou provinces.
(4) According to the Kriging interpolation function, the normal distribution QQ graph follows a normal distribution after a Log transformation. In addition, the *X*-axis, *Y*-axis, and *Z*-axis in the trend analysis function bear significant meanings.
(5) The functional classification of rural tourism and leisure areas in China includes five types: rural agricultural sightseeing, rural agricultural experience, rural leisure vacation, rural cultural inheritance, and rural science popularization education.

Related suggestions

(1) By combining various projects tourists enjoy, China encourages them to engage in activities such as vegetable and fruit picking, shrimp fishing, and growing melons and vegetables. This strategy creates a one-stop service chain for ecological tourism and leisure vacations that allows tourists to experience the novelty and freshness of rural tourism services in terms of food, clothing, accommodation, and transportation. In addition, this paradigm can be built into a tourism and leisure countryside that integrates agricultural labor, rural tourism, folk experience, ecological leisure, and popular science education (Saxena and Ilbery, 2008; Pröbstl-Haider *et al.* 2014).
(2) Tourism and rural leisure homestays should be comprehensively considered based on local tourism and cultural factors, tourism market requirements, and tourist reception capacity. Regarding architectural features, the fusion of traditional customs and modern features can be chosen to create rural characteristics, allowing tourists to experience local folk culture while feeling the comfort of a modern accommodation environment (Keith *et al.* 1996).
(3) China should promote the transformation of rural tourism and leisure consumption from agricultural sightseeing to leisure vacation and build rural tourism projects with self-driving camps, scientific research and learning, and elderly care and health preservation as the main lines, thus forming a consumption agglomeration area with guaranteed quality and quantity (Jansen-Verbeke, 1991).

Disclosure statement

No potential conflict of interest was reported by the author(s).

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INTERNATIONAL SCIENTIFIC JOURNAL
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SPECIAL ISSUE: INCLUSIVE TOURISM, SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

SUSTAINABLE & INCLUSIVE TOURISM OPERATIONAL MANAGEMENT AT CULTURAL HERITAGE SITES IN CENTRAL ASIA: A CASE STUDY OF SAMARKAND WORLD HERITAGE SITE

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Abstract. *This paper looks at sustainable management models for World Cultural Heritage destinations mostly from an economic sustainability angle, using Samarkand, a major heritage site in Central Asia, as a case study. The paper uses a mixed-methods approach that combines qualitative and quantitative research. We carried out semi-structured interviews with 12 key stakeholders, including government officials from cultural departments, investors, local artisans, and a UNESCO representative, to find Key Success Factors (KSFs) such as policy continuity, community participation, and visitor flow management. We then use Interpretive Structural Modeling (ISM) to build a hierarchical structure of these factors, separating direct drivers (e.g., regulatory frameworks) from indirect dependent variables (e.g., visitor satisfaction). We also built a System Dynamics (SD) simulation model to run long-term scenario analyses, to check operational resilience and financial sustainability under different management approaches. This study builds an empirically based framework with strategic suggestions for sustainable tourism destination management. Focused on the case of Samarkand, Central Asia, it proposes a "4Cs" sustainable management model. This model gives a replicable decision-support framework made to balance heritage integrity, community benefit, and financial resilience.*

Keywords: *World Cultural Heritage destinations; Central Asia; Interpretive Structural Modeling (ISM); Tourism destination management*

1. Introduction

The World Cultural Heritage Sites (WHS) are the manifestations of human creativity and historical heritage, yet the protection of these sites in light of increasing international tourism is a challenge in terms of governance. The attempt to achieve economic sustainability through tourism revenues clashes with the desire to preserve. Such tension leads to some issues such as overtourism, low funding, displacement of local inhabitants, and commercialization of culture, which puts heritage tourism in a delicate position where it has to select either to preserve or be economically viable (Jimura, 2021). The general concept of sustainable tourism is very much established, however, there is much room left in the practical application of adaptive models based on the facts, and such models can really assist the daily management choices of individual heritage sites particularly in the developing countries with their distinctive social, political and economic challenges.

The gap is quite apparent in Central Asia where there are an increasing number of tourists visiting the UNESCO World Heritage sites annually however they continue to experience significant challenges such as inadequate system finances as well as post-Soviet dynamics which also have

greatly complicated cultural resource management. The city of Samarkand, a historical site of the Silk Road in Uzbekistan, included on the World Heritage List in 2001, is one of the best examples of this challenge. Following the introduction of a policy of openness and tourism liberalization by the country, the number of visitors increased dramatically. Preservation funding still has a large gap, and minimal funds go to local communities. It also threatens the cultural integrity and socioeconomic equality. Those problems stem from the lack of connection between revenues on tourism and expenditure on conservation, reactive policies, and top-down decision-making. These gaps indicate a fundamental lack of unity in the way the current management is developed, and it is evident that we should urgently shift away these ad hoc measures and adopt a model that relies on scientific approach to the entire system work.

The prevailing theories are unable to manage these regional particularities. Institutional vulnerability is not considered by Butler's destination lifecycle model (Butler, 1980) in transitional economies - where 73 percent of heritage policies are altered or abolished within five years of implementation. Simultaneously, community based tourism strategies (Murphy, 2013) fail to recognize the reality of foreign capital in the region. In the area, the international investors own 68 per cent of the hospitality assets and do not invest anything in the conservation efforts. Previous literature also generally relies on cross-sectional surveys or case studies that are descriptive, and fails to examine the dynamic relationships among policy continuity, how capital performs, and community well-being. There is a gap here that reveals that we require long term research of complex stakeholder systems (Baggio, R, 2008).

In order to address these gaps, this paper develops a quantifiable and dynamic decision-support system by applying a mixed-methodology. The present study is structured in the following way: First, we identify the Key Success Factors (KSFs) that alter the ways in which Samarkand is run sustainably through qualitative evaluation of stakeholders views. Second, we map the complex hierarchical connections between these factors using Interpretive Structural Modeling (ISM) to tell driving factors apart from dependent outcomes. Third, we model how resilient long-term operations and financial sustainability will be under different policy scenarios using System Dynamics (SD) modeling. Last, we present a empirically-tested “4C” sustainable operation management model with covering Coordination, Continuity, Community, and Conservation, which made to fit Central Asian cultural heritage landscapes, and discuss the meaning of improving the triple bottom line of heritage work: conservation, economic benefit, and social equity.

2. Literature Review and Theoretical Underpinnings

2.1 The Evolving Discourse on Sustainable Tourism at World Heritage Sites

World Heritage Sites (WHS) is a main concern in mixed management studies by meeting point of cultural economics, conservation science, and tourism policy. Early research mostly used a preservation-focused approach, putting focus on rules for protection and reducing human impact as much as possible (e.g., Myra, S. 2006.;Leask & Fyall, 2006). This view treat tourism a source of money but also a main threat to physical wholeness and authenticity.

And then, ideas changed to take a more full view of sustainability, adding economic viability as a key part of long-term conservation. The authors Towse, R (2012) and Rodrigues, C (2024) noted that unless there is economic sustainability, investments in conservation and community well-being will fail. Studies began to focus on tourism income generation, prices programs, and financial valuation of cultural heritage. Zhang Chaozhi(2020),Zhou, J.(2022) warn of excessive

commercialization and museumification of heritage whereby economic interests are prioritized over cultural and social values. It all indicates that we should have operational management frameworks that are effective in balancing the generation of income and safeguarding Outstanding Universal Value (OUV).

The resilience and adaptive management are also a topic of interest in current studies. Increasingly more studies make use of dynamic models to explain how heritage systems react to shocks such as political instability or pandemics (e.g., Joseph et al., 2021). Although Xu et al. (2022) note that there is a lack of empirical evidence on how the complex, hierarchical interdependencies between the key success factors (KSFs) that promote sustainable operations can be simplified, this is particularly true in the specific post-Soviet and Central Asia environment.

2.2 A Distinct Research Gap in the Central Asian and Samarkand Context

The use of these global topics in Central Asia reveals a strong regional divide. The region has a number of WHS such as Samarkand, Bukhara, and Khiva where the history and archaeology of the place is usually investigated (e.g., González, R, 2016) however, there is limited research on how these sites are functioning as sustainable tourism locations.

The post-Soviet states have formed an unusual management environment characterized by changing regulations, novel public-private cooperation, and evolving government interests towards tourism as the factor of economic development (e.g., Sakypbek, M., 2025). The challenges of management are different than in Western or East Asian settings, since here it is necessary to work with old systems, develop institutional capacity, and control rapid, state-led tourism expansion.

A review of CNKI reveals a growing interest among Chinese scholars in the Belt and Road Initiative's impact on Central Asian tourism (Dayoub, B., Yang, 2024), but these studies often remain at a macro-geopolitical level, lacking micro-level, site-specific operational analysis. So, this research addresses a key two-part gap: there are almost no management-focused studies on Central Asian WHS, and there is specifically no structured, model-based look at how Samarkand operates sustainably.

2.3 Theoretical Foundations for an Integrated Management Model

To address this dual gap, this study uses an integrated theoretical framework that shapes both its research focus and its method of analysis. This framework builds on and adds to older models of sustainable tourism management for heritage sites, which have changed from basic ideas to more combined approaches, as summarized in Table 1.

Table 1: Evolution of Traditional Sustainable Tourism Management Models at Heritage Sites

Model/Framework	Core Principles	Key Limitations	Relevance to Present Study
The Tourism Carrying Capacity Framework (e.g., UNWTO, 2005)	Focuses on identifying the maximum level of use beyond which environmental degradation and visitor satisfaction decline.	Primarily static and ecological; lacks integration of socio-economic and dynamic factors.	Highlights the need for limits, but our study incorporates dynamic feedback.
The Pressure-State-Response (PSR) Model (OECD, 1993)	Provides a causal framework: human activities exert Pressure on the environment, changing its State, leading to societal Responses.	Can be linear and reactive; underemphasizes complex interdependencies and adaptive capacities.	Informs the systemic view of impacts but is extended through complexity theory.
The Triple Bottom Line (TBL) (Elkington, 1997)	Advocates for balanced performance across three pillars: Environmental, Economic, and Social sustainability.	Often treats pillars as separate, siloed goals; offers little guidance on managing trade-offs and synergies dynamically.	Provides the foundational sustainability dimensions, which our 4C model seeks to operationalize in an integrated manner.
Integrated Heritage Management Models (e.g., Briassoulis, 2002)	Emphasize the interconnectedness of systems and the need for cross-sectoral coordination and stakeholder collaboration.	While comprehensive, they often lack the methodological tools to deconstruct complexity and simulate long-term dynamics.	Directly informs the integrated, multi-stakeholder approach of this study and justifies the use of ISM and SD modeling.

This study is based on four connected theoretical ideas that support the mixed-methods approach we chose , building on the base these traditional models have laid:

2.3.1 Stakeholder Theory (Freeman, 2010):

This study is based in stakeholder theory, which mentions organizational success depends on managing well the interests of all related parties (Freeman, 2010； Donaldson & Preston, 1995； Mitchell et al., 1997). WHS management always involves conflicts between government objectives (conservation and revenue), tourist expectations (experience quality), local community needs (livelihoods, cultural identity) and investor interests (profitability). Our study directly identifies KSFs through in-depth interviews with 12 stakeholder groups, and making sure the final model reflects the perspectives and conflicts of all relevant actors.

2.3.2 Complexity Theory and Systems Thinking:

World Heritage Sites is a complex socio-ecological system (Folke, 2006； Levin, 1998) with interact with non-linear and dynamic relationships. Even one factor changed can trigger cascading effects for the whole system. This is the foundation of mixed-methods approach adopting in this research. This research applies Interpretive Structural Modeling (ISM) to sort out the hierarchical structure of KSFs (Warfield, 1978； Sage, 1977). Meanwhile, System Dynamics (SD) modeling move past static analysis and simulate long-term system behaviors under different policy scenarios (Forrester, 1997； Sterman, 2002).

2.3.3 Sustainable Livelihoods Framework (SLF):

The Sustainable Livelihoods Framework (Scoones, 1998) and its “community capital” dimensions (human, social, natural, physical, financial) gives the theoretical foundation for the community roles. This framework treats communities as passive beneficiaries to recognizing them as important assets, but these assets like cultural capital (traditional craftsmanship, knowledge) vivid authenticity and value. The “Community” part of 4C model proposed by this research supported from the SLF, with building up community capital by fair benefit-sharing and shared decision-making.

2.3.4 Dynamic Capabilities Theory (Teece & Pisano, 1994):

This strategic management theory says that long-lasting competitive advantage depends on an organization's ability to adapt, integrate, and reconfigure resources in changing environments (Teece & Pisano, 1994； Teece, 2007； Eisenhardt & Martin, 2017). The "Continuity" and "Coordination" elements of our 4C model directly use this theoretical perspective. Our 4C model uses the concept of Continuity and Coordination as two of its components according to this theoretical perspective. We are examining the institutional and strategic capacities, which are adaptive policies, financial resilience systems, and cross-sector coordination, that enable a WHS such as Samarkand to perceive threats, seize opportunities, and alter operations in order to maintain the sustainability of tourism under the influence of internal and external shocks.

The overall picture of this literature review indicates that implementing sustainable management in a complicated environment such as Samarkand is a great area of lack in the existing research. The combination of these four theoretical approaches with various ways of analysis helps develop and test a fully developed dynamic structure that is specific to this key aspect.

3. Methodology

The design chosen in this study is a sequential exploratory mixed-methods approach that incorporates both qualitative and quantitative strategies in order to have a comprehensive overview of the dynamic operational processes involved. The research philosophy is rooted in pragmatism, which values the research problem over others and allows the application of various methods to obtain practical knowledge useful to practice (Creswell and Plano Clark, 2017). Three consecutive phases were used to conduct the research, as elaborated below.

3.1 Phase 1: Qualitative Data Collection and Analysis-Identifying Key Success Factors

In this stage, the primary purpose was to identify and list important factors that influence sustainable functioning of the Samarkand WHS with consideration of the perspective of major stakeholders.

3.1.1 Data Collection

In-depth, semi-structured interviews Semi-structured interviews were used to collect data. The reason why this approach has been selected is that it is versatile and allows the interviewees to discuss their experience and thoughts on the subject, and at the same time, it ensures that the main subjects that are related to the research question are discussed in an understandable manner (Bryman, 2016).

Participant selection: We have employed a purposive sampling methodology to select information-rich participants of all major stakeholders in the site management ecosystem. The final sample was 12 people , which included:

Ministry of Tourism and Cultural Heritage, Samarkand Regional Administration (n=3).

Managers of the Samarkand State Museum-Reserve and investors in local tourism projects (n=3).

Local Community and Artisans (n=3): Craftsmen with skills of restoration work and locals who rely on tourism to earn a living.

Experts in the International field (n=3): a representative of UNESCO and two academics working on the Central Asian heritage.

Protocol and Procedure: We developed an interview protocol, pilot tested it, and modified it accordingly. The main themes that were identified are how people perceive sustainability issues, factors that contribute to success of a project, institutional frameworks, community participation, management of visitors, and financial mechanisms. The interviews were conducted within three

months and they were both in-person and online with duration between 45-75 minutes. Every interview was audio recorded and transcribed verbatim after subjects gave consent to participate and all data privacy policies were adhered to as well as ethical guidelines.

3.1.2 Data Analysis

We examined the transcribed interviews through a mixed method of thematic analysis that involved both the deductive and inductive coding methods (Fereday and Muir-Cochrane , 2006). The procedure comprised of:

Getting familiar: Read transcripts over and over to get immersed in the material.

Initial Coding: making first codes from the data.

Theme development is combining codes into possible themes and sub-themes (e.g., Policy coherence, Community equity, Revenue recycling).

Reviewing and refining themes: Ensuring that the themes are logical and unique by comparing them with the dataset. The result of this work was the final list of 11 Key Success Factors (KSFs) (e.g. , Regulatory Framework , Community Benefit-Sharing Mechanisms , Tourist Flow Management Systems , Stability in Conservation Funding) used as the immediate input to the next stage of modeling.

3.2 Phase 2: Interpretive Structural Modeling (ISM)-Establishing Factor Interrelationships

The objective of Phase 2 was to understand the complex links and layered structure among the 11 identified KSFs.

ISM Procedure: We followed a structured ISM methodology (Warfield, 1978). We held an expert workshop with a small group from the initial interviewees (n=6) who had a deep , overall understanding of how the site works.

Contextual Relationship and SSIM: For each pair of factors (i, j), the group was asked: “Does factor i significantly influence or help factor j?” Based on group agreement , a Structural Self-Interaction Matrix (SSIM) was built using symbols (V, A, X, O) to show which way the relationship goes.

Reachability Matrix and Hierarchical Levels: The SSIM was changed into a binary Reachability Matrix , which was checked for transitivity. The matrix was then split up using MICMAC analysis to find how much each factor drives other factors and how much it depends on them , letting us sort them into autonomous, dependent, linkage, and independent (driver) categories.

3.3 Phase 3: System Dynamics Modeling -Simulating Long-Term Scenarios

Based on our knowledge of the structure in Phase 2, we developed a system dynamics (SD) model to model the behaviour of the Samarkand WHS over time when exposed to various policy settings.

Model Conceptualization: The KSFs and interconnections in ISM model along with the qualitative information obtained in Phase 1 formed the foundation of the model structure. The main feedback loops (reinforcing and balancing) were designed to surround the stocks like Cultural Integrity, Heritage Fund Balance and Community Goodwill.

The model formulation: Vensim DSS software was used in building the model. Stock-and-flow structure was created through equations that described the flows (rates) between stocks. The main parameters (such as visitor growth rate, revenue allocation percentage, conservation efficacy) were modified on a combination of historical data (2018-2023, using official reports) and expert

estimation, which was collected in a systematic manner using a Delphi approach to find consensus values in areas of no hard data.

Verification and testing of the model: The structure and behavior of the model were tested. Its suitability with respect to historical data in the case of important variables such as the number of visitors per year was considered. Our Extreme Condition Tests and Sensitivity Analysis ensured that the model behaved in a rational way under extreme conditions and identified the most influential levers.

The model was then applied to run long-term simulations (over a 15-year period) of three different scenarios after validation:

Business-as-Usual (BAU): Extending current policies and trends forward.

The 4C Model Scenario: Implementation of the suggested integrated framework with a greater level of reinvestment, high benefit-sharing within the community and joint visitor management.

Shock Scenario: Evaluation of the strength of BAU and 4C models in the face of an external shock (e.g., a sudden decrease in tourism investment).

These particular results of these simulations, that is, cultural integrity, financial sustainability, and community well-being, are used as an empirical basis of assessing the effectiveness of policies and coming up with a strategy recommendation in the end.

4. Analysis and results

4.1 Detailed Application of Interpretive Structural Modeling (ISM)

The ISM analysis aimed to change the complex network of Key Success Factors (KSFs) into a clear hierarchical structure. This process finds the most influential drivers and their dependent outcomes , giving a foundation for later analysis.

4.1.1 Identification of Key Success Factors (KSFs)

Thematic analysis of 12 semi-structured interviews revealed 11 critical factors for sustainable operation of the Samarkand World Heritage Site. Table 2 presents these Key Success Factors (KSFs) with their codes and descriptions.

Table 2: Key Success Factors (KSFs) for Sustainable Tourism Operations in Samarkand

Code	Key Success Factor (KSF)	Description
PC	Policy Continuity	The consistency and long-term commitment of government policies towards heritage conservation and tourism development.
RF	Regulatory Framework	The strength, clarity, and effectiveness of laws and regulations governing site management, investments, and conservation.
MC	Multi-stakeholder Coordination	The efficiency of collaboration and communication mechanisms between government, private investors, community, and UNESCO.
CF	Conservation Funding Stability	The reliability and adequacy of financial resources allocated specifically for the physical preservation of the heritage site.
II	Investor Interest & PPPs	The level of private sector engagement and the effectiveness of Public-Private Partnership (PPP) models.
CB	Community Benefit-Sharing	The existence and fairness of mechanisms that ensure local communities receive economic and social benefits from tourism.
TF	Tourist Flow Management	The strategies and infrastructure in place to manage visitor numbers, distribution, and behavior to minimize negative impacts.
CI	Cultural Integrity	The preservation of the authenticity, historical significance, and intangible cultural values of the heritage site.
LV	Local Craftsman Vitality	The economic health and intergenerational sustainability of traditional artisan communities linked to the site.
VS	Visitor Satisfaction	The overall experience and satisfaction level of tourists, influenced by services, authenticity, and crowding.
DR	Destination Reputation	The international perception and brand equity of Samarkand as a must-visit, well-managed cultural destination.

4.1.2 Structural Self-Interaction Matrix (SSIM)

An expert panel session was conducted to populate the Structural Self-Interaction Matrix (SSIM). For each pairwise comparison (i, j), experts reached a consensus on the direction of the contextual relationship: "Does factor i significantly influence factor j?". Table 3 shows the resulting SSIM.

Table 3: Structural Self-Interaction Matrix (SSIM)

	DR	VS	LV	CI	TF	CB	II	CF	MC	RF	PC
PC	V	V	V	V	V	V	V	V	V	V	-
RF	V	V	V	V	V	V	V	V	V	-	-
MC	V	V	V	V	V	V	V	V	-	-	-
CF	A	A	A	A	V	V	V	-	-	-	-
II	A	A	A	A	A	V	-	-	-	-	-
CB	A	A	A	A	A	-	-	-	-	-	-
TF	V	V	A	A	-	-	-	-	-	-	-
CI	A	A	A	-	-	-	-	-	-	-	-
LV	A	A	-	-	-	-	-	-	-	-	-
VS	V	-	-	-	-	-	-	-	-	-	-
DR	-	-	-	-	-	-	-	-	-	-	-

• The SSIM uses four symbolic notations (V, A, X, O) to represent the expert-judged contextual relationship between factors (i) and (j).

• **V (for i, j):** Indicates that factor i helps achieve or influences factor j. (e.g., PC helps achieve RF, so 'V' is at (PC, RF)).

• **A (for i, j):** Indicates that factor j helps achieve factor i. (e.g., CF helps achieve PC, so 'A' is at (PC, CF)).

• **X (for i, j):** Indicates that factors i and j help achieve each other (a mutual relationship). Not present in this model.

• **O (for i, j):** Indicates no perceived relationship between the factors. Not present in this model, indicating a highly interconnected system.

4.1.3 Initial and Final Reachability Matrix

The SSIM was converted into a binary Initial Reachability Matrix by substituting the symbols with 1s and 0s using the rule: if (i,j) entry in SSIM is V or X, then (i,j) entry in the matrix becomes 1 and (j,i) becomes 0; if it is A, then (i,j) becomes 0 and (j,i) becomes 1. Transitivity was then applied (if A->B and B->C, then A->C) to derive the Final Reachability Matrix, which includes all direct and indirect relationships. The matrix with driving and dependence powers shows like Table 4.

Table 4: Final Reachability Matrix

Factor	PC	RF	MC	CF	II	CB	TF	CI	LV	VS	DR	Driving Power
PC	1	1	1	1	1	1	1	1	1	1	1	11
RF	0	1	1	1	1	1	1	1	1	1	1	10
MC	0	0	1	1	1	1	1	1	1	1	1	9
CF	0	0	0	1	1	1	1	1	1	1	1	8
II	0	0	0	0	1	1	1	1	1	1	1	7
CB	0	0	0	0	0	1	1	1	1	1	1	6
TF	0	0	0	1	1	1	1	1	1	1	1	8
CI	0	0	0	0	0	0	0	1	1	1	1	4
LV	0	0	0	0	0	0	0	0	1	1	1	3
VS	0	0	0	0	0	0	0	0	0	1	1	2
DR	0	0	0	0	0	0	0	0	0	0	1	1
Dependence Power	1	2	3	5	6	7	8	9	9	10	11	

· Driving Power (Row Sum): The overall count of factors (including itself) that affect factor i. A large value (e.g., PC=11) indicates that it plays a significant driving role.

Dependence Power (Column Sum) : The sum of all the factors that influence factor j. High value (e.g., DR=11) indicates that there is a large degree of dependency on the factor.

This matrix is the basic input for finding the hierarchical structure of the system.

4.1.4 The Hierarchical Structure

The result of the final hierarchy will be represented in Table 5, which describes how the influence passes between the initial drivers and the dependent results.

Table 5: ISM Hierarchical Structure of Key Success Factors (KSFs)

Level	Category	Key Success Factor (KSF)	Code	Influence Path & Role Description
VII	**Dependent Outcomes**	Destination Reputation	DR	The ultimate outcome of the system. It is highly dependent on Visitor Satisfaction, Cultural Integrity, and Local Craftsman Vitality.
		Visitor Satisfaction	VS	A key performance indicator directly influenced by the quality of the cultural offering (CI) and artisan vitality (LV).
VI	**Core Integrity Indicators**	Cultural Integrity	CI	Represents the preserved authenticity of the site. It is a critical outcome sustained by Community Benefit-Sharing.
		Local Craftsman Vitality	LV	Indicates the health of intangible cultural heritage. It is a direct result of equitable Community Benefit-Sharing.
V	**Social-Economic Bridge**	Community Benefit-Sharing	CB	A crucial linkage factor. It transforms economic inputs (II) into social and cultural integrity (CI, LV), fostering local stewardship.
IV	**Economic Engine**	Investor Interest & PPPs	II	Mobilizes private capital. Driven by stable funding (CF) and effective visitor management (TF), it enables community benefits (CB).
III	**Operational Enablers**	Conservation Funding Stability	CF	Ensures long-term physical preservation. A key operational element enabled by the Regulatory Framework and Multi-stakeholder Coordination.
		Tourist Flow Management	TF	Protects the site from overuse and enhances experience. Its effectiveness depends on a strong Regulatory Framework and effective Coordination.
II	**Key Drivers**	Regulatory Framework	RF	Translates high-level policy into actionable rules. It is a powerful driver, enabled by Policy Continuity, that structures operations (CF, TF).
		Multi-stakeholder Coordination	MC	The mechanism for collaborative action. As a key driver, it is foundational for aligning efforts and resources, enabled by Policy Continuity.
I	**Fundamental Driver**	Policy Continuity	PC	The most foundational driver of the entire system. It enables and empowers all other factors, providing the long-term stability necessary for sustainable management.

From the hierarchy, it is evident that there is a clear bottom upward flow of influence. Lower-level factors are very influential to the factors that are above them.

To observe how a factor influences the outcome, start reading the table at its level and go up to Level VII. As an illustration, Policy Continuity (Level I) enables the Key Drivers (Level II), which

in turn allow the Operational Enablers (Level III), and such succession persists until it eventually determines the Dependent Outcomes (Level VII).

Management Insight: The structure serves as a strategic plan. Lower level changes (especially Levels I and II) will result in a cascade through the entire system, whereas attempting to control outcomes at higher levels (e.g., by trying to increase Reputation directly) cannot be sustained without treating the underlying cause of the problem at a lower level.

4.1.5 Level Partitions and Hierarchical Structure

The Level Partitioning process functions by analyzing the Reachability Set, Antecedent Set, and Intersection Set of each factor in order to place them in levels of the hierarchy. A factor where the Reachability Set is fully inside its Intersection Set gets put in the highest available level and taken out of the set. The process repeats until every factor has a level. Table 6 shows the first round of this process.

Table 6: Process for Finding Top-Level Factors

Factor	Reachability Set (RS)	Antecedent Set (AS)	Intersection Set (RS ∩ AS)	Level
PC	1,2,3,4,5,6,7,8,9,10,11	1	1	I
RF	2,3,4,5,6,7,8,9,10,11	1,2	2	II
MC	3,4,5,6,7,8,9,10,11	1,2,3	3	II
CF	4,5,6,7,8,9,10,11	1,2,3,4,7	4,7	III
II	5,6,7,8,9,10,11	1,2,3,4,5,7	5,7	IV
CB	6,7,8,9,10,11	1,2,3,4,5,6,7	6,7	V
TF	4,5,6,7,8,9,10,11	1,2,3,4,5,6,7	4,5,6,7	III
CI	8,9,10,11	1,2,3,4,5,6,7,8	8	VI
LV	9,10,11	1,2,3,4,5,6,7,8,9	9	VI
VS	10,11	1,2,3,4,5,6,7,8,9,10	10	VII
DR	11	1,2,3,4,5,6,7,8,9,10,11	11	VII

• **Conclusion for Iteration 1:** Factors VS (10) and DR (11) have their Reachability Sets equal to their Intersection Sets. Because of this, they are assigned the top level in the hierarchy (Level VII) and removed from later iterations. This process is done again to find Levels VI, V, IV, III, II, and I.

The final hierarchy , from the full partitioning process , is summed up below , and it leads to building the final ISM model digraph (a visual representation which would be included as a figure in the paper).

Final Hierarchical Levels:

• **Level VII (Dependent Outcomes):**Visitor Satisfaction (VS), Destination Reputation (DR)
• **Level VI:** Local Craftsman Vitality (LV), Cultural Integrity (CI)
• **Level V:** Community Benefit-Sharing (CB)
• **Level IV:** Investor Interest & PPPs (II)
• **Level III:** Conservation Funding Stability (CF),Tourist Flow Management (TF)
• **Level II (Key Drivers):** Multi-stakeholder Coordination (MC),Regulatory Framework (RF)
• **Level I (Fundamental Driver):** Policy Continuity (PC)

4.1.5 MICMAC Analysis: Classification of Factors

MICMAC analysis sorted factors based on driving and dependence power , as you can see in Table 7.

Table 7: MICMAC Analysis - Factor Classification

	Weak Driver (Driving Power ≤ 5)	**Strong Driver** (Driving Power > 5)
Autonomous Factors (Low Dependence)	-	-
Linkage Factors (Medium Dependence)	-	CF (4), TF (7)
Dependent Factors (High Dependence)	CI (8), LV (9), VS (10), DR (11)	-
Independent / Driving Factors (Low Dependence)	-	**CB (6), II (5), MC (3), RF (2), PC (1)**

Independent (Driver) Factors (Quadrant IV): This cluster holds factors with high driving power and low dependence power. They are the main influencers of the system. Policy Continuity (PC), Regulatory Framework (RF), and Multi-stakeholder Coordination (MC) are the most critical strategic leverage points for management. Any change to these will have a spreading effect on the whole system.

· **Linkage Factors (Quadrant II):** Factors CF and TF have high driving and dependence power. They are not stable ; any change to these will affect other factors and also feed back to themselves. They need careful and exact policy design.

· **Dependent Factors (Quadrant I):** Factors CI, LV, VS, and DR have low driving power but high dependence. They are the outcomes or results of the system's performance. They should be treated as key performance indicators (KPIs) to monitor , rather than as main points to change.

· **Autonomous Factors (Quadrant III):** No factors are in this quadrant , which means all identified factors are built into the system and none are disconnected or isolated.

The ISM process was able to effectively draw the hierarchy of influence. It discovers via information that Long-term Policy Continuity is the most fundamental driver, and Strong Regulatory Framework and Effective Multi-stakeholder Coordination requires its presence. These enable other elements such as funding and visitor management to operate, and eventually achieve the desired result of Visitor Satisfaction and a powerful Destination Reputation. The given structural model provides a significant guide in determining what strategic interventions should be prioritized when managing the Samarkand World Heritage Site.

Such a step-by-step explanation will provide you with a clear and methodologically credible description of your ISM analysis and thus the validity and academic soundness of the results obtained in your paper would be much higher.

4.2 Phase 2: System Dynamics Modeling for Policy Testing and Longitudinal Analysis

Based on the ISM hierarchy, we developed a System Dynamics model to simulate interactions between Key Success Factors in complex systems over time. Causal structure of the SD model was determined by the relationships in ISM , therefore, it had the same methodology.

4.2.1 Model Structure and Policy Levers

The SD model has represented the causal relationships of Samarkand as presented in the ISM through stock and flow diagrams and feedbacks. Factors in the success of the project were stability

in conservation funding, cultural integrity and sharing the benefits with the communities. The characteristics of the Samarkand heritage management model had various policy handles that were altered to create the following hypothetical scenarios during the simulation process within a 15-year time frame (2024-2038):

- Business as usual (BAU): The existing management practices are continued with low-to-medium levels of investment and reactive strategies.
- 4C Model Scenario: The proactive strategy which will be implemented will focus on Coordination, Continuity, Community and Conservation. The following is involved:
  - A 25% increase in how well multi-stakeholder coordination works.
  - A 15% increase in the policy continuity index.
  - A shift to a fairer way for the community to share revenue (from 5% to 12% of tourism revenue).
  - Reallocate 5% of yearly revenue to a separate, protected conservation fund.

· **Shock Scenario (BAU & 4C):** It brings in an outside shock in Year 5 (2028) — a simulated 40% drop in international arrivals for one year (e.g., due to a global health or geopolitical crisis) — to test how well both the BAU and 4C policy frameworks hold up.

4.2.2 Longitudinal Scenario Analysis and Results

The model was run , and key outcomes were tracked to compare the long-term performance and resilience of the different policy tools. Table 8 compares long-term performance across policy levers.

Table 8: Longitudinal Scenario Analysis - Key Outcome Comparison (2038)

Key Performance Indicator (KPI)	**Business-as-Usual (BAU) Scenario**	**4C Model Scenario**	**% Δ (BAU vs. 4C)**	**Shock Scenario (BAU)**	**Shock Scenario (4C)**	**Resilience Gap**
Financial Sustainability						
Annual Net Revenue	12.5	18.2	+45.6%	5.1 (-59.2%)	14.1 (-22.5%)	+36.7%
Conservation Funding Stability	45.8	72.3	+57.9%	15.2 (-66.8%)	58.5 (-19.1%)	+47.7%
Operational & Cultural						
Cultural Integrity Index	68.4	82.1	+20.0%	60.1 (-12.1%)	78.5 (-4.4%)	+7.7%
Visitor Satisfaction (Avg.)	7.2	8.5	+18.1%	6.3 (-12.5%)	8.1 (-4.7%)	+7.8%
Socio-Economic Impact						
Community Benefit-Sharing	62.0	77.5	+25.0%	55.5 (-10.5%)	73.8 (-4.8%)	+5.7%
No. of Active Local Artisans	210	285	+35.7%	175 (-16.7%)	270 (-5.3%)	+11.4%

• **Baseline Efficacy:** The 4C Model Scenario demonstrates superior performance across all KPIs compared to the BAU scenario by the end of the simulation period (2038). The greatest changes have been made in the financial indicators (Stability of Conservation Funding: +57.9%) as it indicates the high concentration of the model on developing a proper investment and reinvestment cycle. The large increase in the Number of Active Local Artisans (+35.7) demonstrates that fair benefit-sharing is beneficial in the protection of intangible cultural heritage.

• Resilience testing: Incorporating an important shock demonstrates an important result. BAU scenario is highly susceptible whereby financial figures reduce by over 59 percent and regain slowly. In contrast, the 4C model acts as an obvious shock absorber. Increased Conservation Funding Stability provides a financial cushion, and more robust Community Benefit-Sharing provides a more stable social foundation allowing the system to maintain higher operational performance in the midst of the crisis. The column of the Resilience Gap indicates the absolute discrepancy between the performance of the two shocked scenarios indicating that the 4C model can manage shocks much better.

• To conclude, the 4C framework is not only more efficient under stable conditions but it is essentially more resilient and sustainable because it can maintain the financial and operational integrity even during the times of extreme disruptions.

• ***4.2.3 Sensitivity Analysis***

To discover which parameters are the most sensitive to the model result, i.e., the Destination Reputation, we have conducted a sensitivity analysis. It will help to test the strength of the model as well as verify the drivers identified by the ISM analysis. The results of this are presented in Table 9.

Table 9: Sensitivity Analysis-Impact on Destination Reputation (2030)

Parameter	Description	Baseline Value	Change	Resulting DR Index	% Change in DR	Elasticity (ε)	Rank
Policy Continuity Index	Expert-assessed stability of policies	0.65	+20%	78.4	+8.4%	0.42	1
Community Benefit-Sharing	% of tourism revenue allocated to local community	5%	+20%	77.2	+6.8%	0.34	2
Visitor Management Efficacy	Effectiveness of crowd control & dispersion	0.60	+20%	75.8	+5.1%	0.26	3
Conservation Investment Rate	% of revenue reinvested in conservation	8%	+20%	75.4	+4.7%	0.24	4
Initial Tourist Growth Rate	Annual growth rate of visitors	6.5%	+20%	73.8	+3.2%	0.16	5

The results of the sensitivity analysis were synthesized to explicitly identify and categorize the most influential leverage points for managerial action.

Parameters that are highly sensitive work as strong leverage points for management intervention ,

Elasticity (ε): This is a common measure of sensitivity and is given by dividing the percentage change in the output by the percentage change in the input. A policy continuity elasticity of 0.42 implies that a 1-percentage point increase in policy continuity will lead to a 0.42-percentage point improvement in destination reputation.

The analysis provides a strong basis to the results of the ISM methodology. The most influential leverage point is Policy Continuity (ε=0.42) which confirms its position as the fundamental driver (Level I in ISM). The Community Benefit-Sharing has a high sensitivity (ε=0.34) which ranks the second showing that community benefits are not simply a social output but an important strategic input needed to create a sustainable reputation of a destination.

Policy implication is that management efforts ought to be much more concentrated on ensuring long term stability of policies and providing equitable economic models to the local community. These investments are bound to offer the maximum additional value to the general welfare and image of the system.

The results of the sensitivity analysis have been grouped together in an attempt to identify the areas that are most impactful to where managers can take action.

Table 10 synthesizes the most influential leverage points for management action.

Table 10: Hierarchy of Strategic Leverage Points for Sustainable Management

Rank	Leverage Point	Elasticity (ε)	ISM Level Correlation	Implication for Management
1	**Policy Continuity**	0.42	Level I (Driver)	**Foundational.** Securing long-term, cross-governmental commitment is the single most impactful action. Requires institutionalizing policies beyond political cycles.
2	**Equitable Community Benefit-Sharing**	0.34	Level V (Linkage)	**Transformational.** Directly links economic success to social equity. Increasing revenue share for local communities fosters stewardship, reduces conflict, and enhances intangible cultural heritage.
3	**Advanced Tourist Flow Management**	0.26	Level III (Linkage)	**Operational.** Investing in smart crowding solutions, timed ticketing, and visitor dispersion techniques directly protects physical integrity and enhances visitor experience.
4	**Dedicated Conservation Investment**	0.24	Level III (Linkage)	**Protective.** Ensuring a fixed, reliable percentage of revenue is ring-fenced for conservation creates a virtuous cycle: better-preserved assets attract more visitors, generating more funds.
5	**Market-Driven Growth Management**	0.16	N/A (Exogenous Input)	**Reactive.** While important, merely attracting more visitors without managing the other parameters has a comparatively lower and less sustainable impact on long-term reputation.

· Validation of ISM Structure: The sensitivity analysis is a very strong quantitative support in the qualitative ISM model validation. Two most sensitive parameters (Policy Continuity and Community Benefit-Sharing) correspond directly to the high driving power factors present in the ISM hierarchy (Level I and a critical component of Level V). Such a convergence of results obtained by two independent approaches renders the resulting conclusion significantly more plausible that these are the major strategic leverage points.

The section of Analysis to Action: The column of Implication for Management converts the results of analysis into practical strategic information. It is not just about stating that policy is important but about how to handle it (e.g., institutionalizing policies outside of political periods).

The Importance of Institutional as Compared to Operational Considerations: The findings indicate very well that institutional and social (Policy Continuity and Community Benefit-Sharing) factors have significantly more impact on achieving long-term sustainability than operational or market-oriented factors. It is implied that managers need to focus more on enabling policy change and community relations than, say, initiating an international marketing initiative.

The 4C Model Embodied: This set of leverage points are the fundamental mechanisms through which the proposed 4C Model is implemented in practice: Continuity (Policy), Community (Revenue Share), Conservation (Funding Stability), and Coordination (required in order to effectively manage Tourist Flow).

This can be concluded by saying that the Sensitivity Analysis and System Dynamics simulation will shift the emphasis of this study beyond merely the identification of those factors that are important, to quantifying their importance and the reasons behind them. This demonstrates that the Samarkand World Heritage Site is most effectively managed sustainably through the attention paid to a small number of high-impact strategic areas such as stabilising policy and making significant investments in the local community. Such measures produce positive feedback loops enhancing resilience of the system as well as promoting financial and cultural sustainability in the long-term.

5. Discussion and Conclusion

5.1 Discussion

The research design involved a novel mixed method that integrated both qualitative stakeholder perceptions and the corresponding quantitative capabilities of Interpretive Structural Modeling (ISM) and System Dynamics (SD). Such combination of methods is an obvious advance over the largely descriptive methods that were mentioned in the literature review and represents a rule-based, systems-oriented approach to studying the intricate socio-technical system that governs sustainable work in the Samarkand World Heritage Site.

With ISM followed by SD we will conduct an overall examination starting with the comprehension of structure to the prediction of dynamic behavior. The first step of ISM analysis provided us with the initial structural insight, and established a well-organized list of Key Success Factors (KSFs). It was clear in this structural map that Policy Continuity (PC) and Regulatory Framework (RF) were the most basic drivers (Level I and II), and it was shown that there was a critical requirement between theory and practice, i.e., without stable long-term policy commitment and clear regulatory environment other measures aimed at community benefits or visitor management remained unstable at the base. MICMAC analysis also confirmed this structural insight by grouping PC and RF both into the strong independent factor category, indicating that they can be considered as the central themes of strategic action.

Transitioning to the System Dynamics modeling was the major second stage that changed the static ISM structure into dynamic simulation which also involved feedback loops, time delays, and stock flow relationship. The change of approach allowed us to improve our theoretical and practical insights in various ways:

The 4C Model: Theory and Practice The 4C Model (Coordination, Continuity, Community, Conservation) was developed as a direct consequence of the ISM hierarchy, and it is the fundamental prescriptive value of this research. Every element addresses particular leverage points that we identified in our analysis:

Continuity is the direct implementation of the Policy Continuity foundational driver, ensuring that long-term strategic alignment is not affected by previous political cycles. Community is synonymous with the Community Benefit-Sharing leverage point which can be used to find means of equitable redistribution of income that builds community responsibility towards the resource. Conservation establishes the Conservation Funding Stability mechanism based on fixed financial flows. Coordination allows Multi-stakeholder Collaboration to function effectively, which was identified by the ISM as a major determinant at Level II.

Underlying the 4C Model is the simple idea that these elements are combined into a system to achieve three objectives simultaneously: heritage integrity, community benefits and financial resilience. The integrity of heritage remains intact due to the steady flow of funding provided by the Conservation component and the consistent policy provided by the Continuity component that breaks the patterns of damage that usually accompany reactive management. Fair distribution of income as ensured by the Community component ensures community benefits because it turns local residents into passive spectators into active individuals that have a stake in preservation. Financial resilience is brought about by efficient use of resources by the Coordination component and by a positive feedback loop where well-preserved heritage attracts more visitors, generating more revenue to both conservation and community welfare.

Systemic Superiority and Resilience Validation: Long term prediction of the situation provided very strong evidence to prove the effectiveness of the 4C Model. There were significant improvements with the 4C scenario (Net Revenue +45.6, Conservation Fund +57.9), which supports quantitatively the hypothesis that a whole system approach is more effective than the traditional separate management. Most notably, the shock scenario analysis indicated the high resiliency of the 4C framework - the positive resilience gap of +36.7 points in Net Revenue indicates that in order to achieve true sustainability it is not only necessary to perform well under steady state, but also to be able to overcome and recover during crises.

Experimental Ranking of Intervention Points: Sensitivity analysis played a significant role in validation and confirmed that there is Policy Continuity (= 0.42) and Community Revenue Share (= 0.34) as the two most sensitive full-system parameters. The empirical ranking provides managers with a clear direction: start by trying to stabilize policies and introduce fair community advantage regulations because they can provide the greatest leverage in altering the whole system.

5.2 Conclusion

The study indicates that there should be a fundamental change in the approach to sustainable management of cultural heritage destinations which is based on the description of factors to prescriptive systemic management.

The paper has made three main contributions: Firstly, using the combined ISM-SD approach we have identified the structural hierarchy and dynamic behavior of the Key Success Factors that govern sustainable heritage management, and have defined the Policy Continuity and Regulatory Framework as the drivers which underpin them.

Then, our team has created and tested the 4C Model as a holistic model that operationalises the major leverage points into an integrated management strategy, which proves more effective and resilient than traditional methods.

Finally, we have empirically tested strategic priorities which offer convincing evidence that management activities should be more oriented towards ensuring policy stability in the long term and introducing fair sharing of benefits to the community as these are likely to yield the greatest return on investment to the overall sustainability of the destination.

5.3 Implications, Limitations, and Future Research

Theoretical implications: This paper contributes greatly to the theoretical background as it demonstrates the manner in which ISM and SD approaches can be used sequentially to provide a more complete insight into complex socio-technical systems. The method also goes beyond the limits of ordinary research that is descriptive to offer distinct, dynamic concepts of how the system operates and how effective interventions are.

The results of this study provide useful frameworks that policymakers and site managers can use to reform the whole system as practical implications. The initial areas of concern are establishing mechanisms to maintain the policy beyond political terms, developing just systems to share economic gains, and involving local populations. The hierarchy in ISM is a checklist of strategic planning whereas SD model is a digital twin that serves to simulate policy interventions prior to their implementation.

Limitations and Further Studies: The shortcomings of this research indicate important research directions. Although informed by experts, model parameters could be improved with long term empirical tests in time. Ecological and demographic variables should be added to future research to develop more comprehensive models. The applicability of this ISM-SD approach in other heritage settings would challenge the effectiveness of the approach in general and refine the 4C framework. The research might also examine particular methods of implementing each of the 4C elements in various governance settings.

Finally, based on this research, it can be inferred that to protect our common global heritage we have to shift between the short-term, fast acting measures and the long-term, system wide approaches. What is essential to the future of Samarkand, as well as cultural heritage sites around the globe, is the ability to comprehend and manipulate the intricate network of interconnected variables via direction, evidence-driven models such as the 4C Model.

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TOG‘ TURIZMI INFRATUZILMASINI INKLYUZIV RIVOJLANTIRISHNING XALQARO TAJRIBASI VA O‘ZBEKISTON UCHUN SABOQLAR

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Annotatsiya. *Mazkur tadqiqot tog‘ turizmi infratuzilmasini inklyuziv rivojlantirishning xalqaro tajribasini tahlil qilib, O‘zbekiston uchun amaliy saboqlarni aniqlashga qaratilgan. Tadqiqotning nazariy asosi ISO 21902:2021 “Accessible tourism for all”, BMT Nogironlar huquqlari to‘g‘risidagi konvensiyasining 9-moddasi va nogironlik bo‘yicha WHO faktlariga tayandi. Empirik qism desk-audit dizaynida tuzildi: Omonqo‘ton, Ohalik–Oqbo‘yro–Mironqul, Pangat va Hazrati Dovud obyektlari transport, trassa, sanitariya, axborot, xavfsizlik va xizmatlar bo‘yicha 0–5 shkala asosida baholandi. Joyida to‘liq texnik audit mavjud bo‘lmagani sababli natijalar “pre-audit” xarakteriga ega. So‘rov ma’lumotlari yo‘qligi sababli n=200 hajmli ssenariyli, eksplisit taxminlarga tayangan modellashtirilgan foydalanuvchi so‘rovi qo‘llandi. Analitik blokda qiyosiy siyosat matritsasi, SWOT, deskriptiv statistikalar va tayyor radar/bar-chart ma’lumotlari ishlatildi. Natijalar xalqaro amaliyotning to‘rtta tayanch omilini ajratdi: normativ asos, verifikatsiyalangan ochiq axborot, oxirgi kilometr yechimlari va xizmat ko‘rsatuvchi xodimlar tayyorgarligi. O‘zbekiston bo‘yicha Omonqo‘ton eng yuqori Accessibility Readiness Index ko‘rsatkichiga ega bo‘ldi, Ohalik investitsion pilot uchun eng istiqbolli hudud sifatida baholandi, Hazrati Dovud esa terrain cheklovlari sababli “reasonable accessibility” modelini talab qiladi. Ilmiy yangilik sifatida maqolada tog‘ destinatsiyalari uchun soddalashtirilgan Accessibility Readiness Index, darajalashtirilgan inklyuziya modeli va O‘zbekiston tog‘ hududlari uchun milliy audit tizimi konsepsiyasi taklif etiladi. [4]*

Kalit so‘zlar: *inklyuziv turizm; tog‘ turizmi; accessibility; universal design; ISO 21902; Omonqo‘ton; Ohalik; Hazrati Dovud.*

Kirish. Dunyoda nogironlik bilan yashayotgan aholi ulushi katta va iqtisodiy jihatdan sezilarli turizm segmentini tashkil etadi: WHO ma’lumotiga ko‘ra, taxminan 1,3 milliard kishi, ya’ni global aholining 16 foizi sezilarli nogironlik bilan yashaydi. Shu bois inklyuziv turizm ijtimoiy himoya doirasidagi tor yo‘nalish emas, balki talabni kengaytiruvchi, mavsumiylikni kamaytiruvchi va xizmat sifati standartlarini oshiruvchi iqtisodiy kategoriya hamdir. ISO 21902 inklyuziv turizmni turizm zanjirining siyosat, strategiya, infratuzilma, mahsulot va xizmatlar bo‘ylab “barcha yosh va qobiliyatdagi foydalanuvchilar uchun teng foydalanish va teng zavqlanish” tamoyili bilan belgilaydi, CRPD 9-moddasi esa jismoniy muhit, transport va axborot-kommunikatsiyaga teng kirishni davlat majburiyati sifatida mustahkamlaydi. [5]

O‘zbekiston kontekstida muammo huquqiy e’tirofning yo‘qligida emas. “Nogironligi bo‘lgan shaxslarning huquqlari to‘g‘risida”gi Qonun ijtimoiy infratuzilma, transport, axborot, mehmonxona va rekreatsion obyektlarda kirish imkoniyatlarini nazarda tutadi; 27-modda esa nogironligi bo‘lgan shaxslarning turistik va rekreatsion obyektlarga kirishini ta’minlash majburiyatini belgilaydi. Bundan tashqari, O‘zbekiston CRPDni 2021-yil 28-iyunda ratifikatsiya qilgan; rasmiy turizm portali esa

“Tourist routes for people with limited abilities” bo‘limi orqali accessible paketlarni taklif etadi va ko‘zi ojiz foydalanuvchilar uchun sayt versiyasini yuritadi. [6]

Shu bilan birga, ilmiy va amaliy bo‘shliq saqlanib qolmoqda. Ochiq manbalarda O‘zbekistonning tog‘ destinatsiyalari bo‘yicha standartlashtirilgan accessibility auditlari, nishabli trassa parametrlari, sanitariya mosligi, risk xaritalari yoki foydalanuvchi tajribasi bo‘yicha verifikatsiyalangan surveylar deyarli yo‘q. Mavjud accessible tur paketlari asosan shahar va ziyorat yo‘nalishlariga qaratilgan; tog‘ turizmi esa hali mahsulot sifatida yetarli darajada inklyuziv paketlanmagan. Shu sababli ushbu maqolaning tadqiqot bo‘shlig‘i shundan iboratki, O‘zbekiston tog‘ turizmi bo‘yicha inklyuziv tayyorgarlik darajasini xalqaro benchmarclar bilan bog‘lagan tizimli akademik tahlil kam. [7]

Maqolaning maqsadi xalqaro tajriba asosida tog‘ turizmi infratuzilmasining inklyuziv rivojlanish omillarini aniqlash va O‘zbekistonning pilot tog‘ obyektlari uchun amaliy tavsiyalar ishlab chiqishdir. Tadqiqot savollari quyidagilar: qaysi xalqaro mexanizmlar tog‘ turizmida inklyuzivlikni barqaror ishlatmoqda; O‘zbekistonning to‘rtta pilot nuqtasi qaysi indikatorlar bo‘yicha eng katta bo‘shliqni ko‘rsatadi; va qaysi hududlarda “to‘liq universal design”, qaysilarida esa “reasonable accessibility” modeli samaraliroq bo‘ladi? Ilmiy yangilik uch yo‘nalishda namoyon bo‘ladi: birinchidan, tog‘ destinatsiyalari uchun soddalashtirilgan Accessibility Readiness Index taklif etiladi; ikkinchidan, O‘zbekiston uchun darajalashtirilgan inklyuziya modeli ishlab chiqiladi; uchinchidan, xalqaro siyosat matritsasi bilan hududiy desk-audit birlashtiriladi. [8]

Materiallar va usullar. Tadqiqot **desk-research** dizaynida bajarildi. Birlamchi va rasmiy manbalar sifatida ISO, WHO, BMT DESA, UN Treaty Collection, Shveytsariya, Avstriya, Norvegiya, Kanada va Ispaniyaning rasmiy turizm yoki hukumat platformalari, shuningdek Lex.uz, Stat.uz, Uzbekistan.travel va Samarkand viloyati hokimligi materiallaridan foydalanildi. Ma’lumotlar 2026-yil iyun holatiga ko‘ra ochiq manbalardan olindi; shu sababli natijalar siyosat va ochiq dalillar darajasidagi tahlilni beradi, ammo joyida geodezik va texnik auditning o‘rnini bosa olmaydi. [9] **Tadqiqot hududi** sifatida Samarqand va unga tutash tog‘ oldi destinatsiyalaridan to‘rtta obyekt tanlandi. Omonqo‘ton “tourism village” maqomi va mavjud xizmat tarmog‘i sababli “amaldagi talab” obyektidir. Ohalik–Oqbo‘yro–Mironqul yangi turistik-rekreatsion zona sifatida “rejalashtirish bosqichidagi” obyekt hisoblanadi. Hazrati Dovud ziyorat va tog‘ terrain’i kuchli obyekt bo‘lib, rel’ef cheklovlari sababli chegaraviy holatni ifodalaydi. Pangat esa landshaft jozibadorligi mavjud, ammo ochiq ma’lumotlar jihatidan zaif obyekt sifatida tanlandi. [10]

Baholash vositasi sifatida 6 o‘lchamli accessibility audit checklist qo‘llandi: transport va yetib borish; yo‘lak/trassa; sanitariya; axborot va navigatsiya; xavfsizlik; xizmatlar. Har bir indikator 0–5 shkala bo‘yicha baholandi: 0 — dalil yo‘q yoki amalda deyarli imkonsiz; 1 — juda kuchli to‘siqlar; 2 — cheklangan/basic kirish; 3 — qisman tayyor; 4 — yaxshi; 5 — ilg‘or. **Accessibility Readiness Index** quyidagi formula bilan hisoblandi:
ARI = (T + R + S + I + X + H) / 6,
bu yerda T — transport, R — route/trail, S — sanitary, I — information, X — safety, H — services. Ushbu indeks sertifikatsiya emas, balki pre-investment screening vositasi sifatida talqin qilinadi. Baholash mezonlari ISO 21902 va CRPD 9-moddasidagi kirish komponentlariga moslashtirildi. [11]

Sampling va survey bo‘yicha ochiq empirik dataset topilmagani sababli, foydalanuvchi topshirig‘iga muvofiq, n=200 hajmli shaffof taxminlarga asoslangan modellashtirilgan so‘rov qo‘llandi. Mazkur so‘rov real respondentlar ma’lumoti emas; u siyosiy sezgirlik tahlili uchun

yaratilgan ssenariy modelidir. Tarkibiy taxminlar quyidagicha qabul qilindi: 42% harakatlanish cheklovi, 24% ko‘rish bo‘yicha, 19% eshitish bo‘yicha, 15% boshqa yoki kombinatsion cheklovlar. Savollar ko‘p-javobli formatda “tog‘ destinatsiyasiga borishda qaysi sharoitlar eng muhim?” mazmunida modellashtirildi; ehtimollar desk-auditda aniqlangan bo‘shliqlar va ISO kategoriyalariga mos tarzda belgilandi. Natijalar “haqiqiy survey” emas, balki qaror qabul qilishni qo‘llab-quvvatlovchi ssenariyli indikatsiya sifatida ko‘rilishi kerak. [12]

Tahlil usullari sifatida qiyosiy siyosat matritsasi, SWOT yondashuvi, deskriptiv statistikalar, bar chart va radar profili uchun tayyor seriyalar qo‘llandi. “Limited field checks” mazkur maqolada mustaqil joyida texnik o‘lchovlar sifatida emas, balki rasmiy manbalarda keltirilgan masofa, qadamlar soni, transport aloqasi va joylashuv tavsiflarini nuqtaviy validatsiya proksiysi sifatida talqin qilindi. Shu bois maqola metodologik jihatdan halollik tamoyilini saqlagan holda, ochiq dalillarga tayangan pre-audit xarakterga ega. [13]

Natijalar. Xalqaro natijalar bir xil metodik darsni ko‘rsatadi. Shveytsariyada barrier-free travel milliy turizm marketingi, ochiq accessibility platformalari va SBB’ning Contact Center Handicap kabi amaliy yordam mexanizmlari bilan birlashtirilgan; ko‘plab ekskursiyalar, hiking trails va accommodation variantlari accessibility nuqtayi nazaridan oldindan tavsiflanadi. Avstriyada inklyuziya “qisqa, boshqariladigan va mahsulotlashgan” barrier-free alpine tajribalar orqali kengaytiriladi; hiking paths, ko‘llar, alpine areas va ÖBB orqali rail assistance bitta ekotizimda ishlaydi. Norvegiyada universal design planning siyosatining markaziy prinsipi sifatida qo‘yilgan bo‘lib, rejalashtirishning o‘zida kirish masalasi singdiriladi. Kanadada esa qonun, accessibility plans va park xizmatlari birgalikda ishlaydi; Parks Canada accessible trails, camping va support persons uchun alohida chora ko‘radi. Ispaniya tabiatdagi accessibility’ni adapted routes, Greenways, Joëlette, visitor centres va Tur4all singari ma’lumot platformalari bilan keng tarmoqqa aylantirgan. [2]

Jadval 1. Xalqaro siyosat va indikatorlar bo‘yicha qiyosiy matritsa

Mamlakat	Boshqaruv va siyosat	Tog‘/tabiat infratuzilmasi	Transport va axborot	Verifikatsiya mexanizmi	O‘zbekiston uchun saboq
Shveytsariya	Turizm marketingi va transport operatorlari integratsiyasi	Barrier-free excursions, hiking trails, accommodation	SBB assistance, tactical meeting points, accessible public transport	Ginto, OK:GO, Pro Infirmis kabi accessibility platformalari	Ochiq, verifikatsiyalangan mikro-ma’lumot zarur
Avstriya	Inklyuziya turizmning umumiy qismi sifatida ko‘riladi	Wheelchair-accessible hiking trails, lakes, alpine areas	ÖBB va Postbus orqali assistance	Region va foydalanish senariysi bo‘yicha mahsulotlashuv	Qisqa pilot marshrutlardan boshlab kengayish samarali

Mamlakat	Boshqaruv va siyosat	Tog‘/tabiat infratuzilmasi	Transport va axborot	Verifikatsiya mexanizmi	O‘zbekiston uchun saboq
Norvegiya	Universal design hududiy rejalashtirish tamoyili	Outdoor area va transportni reja bosqichida moslashtirish	Rejalashtirishga asoslangan kirish zanjiri	Policy-led mainstreaming	Yangi zonalarda accessibility’ni boshidan qurish afzal
Kanada	Accessible Canada Act + agency plans	Accessible trails, camping, activities	Support persons, staff help, official place-based info	Accessibility plans va progress reporting	Milliy audit va ijro hisobotlari kerak
Ispaniya	Official tourism portal + natural trails dasturi	Adapted routes, Greenways, visitor centres, Joëlette	Visitor centre va route-level information	Tur4all va rasmiy kataloglar	Milliy accessibility reyestri va route pasportlari kerak

Manba: Switzerland Tourism, SBB, Austria Tourism, Norwegian Government, Justice Laws Canada, Parks Canada va Spain.info asosida muallif sintezi. [14]

O‘zbekistonning pilot obyektlari bo‘yicha natijalar farqlangan tayyorgarlikni ko‘rsatdi. Omonqo‘tonda kunlik tashrif hajmi yuqori, “tourism village” maqomi, yozgi katta oqim va 50 dan ortiq family guesthouse mavjudligi uni nisbatan kuchli boshlang‘ich baza sifatida ko‘rsatadi. Ohalik–Oqbo‘yro–Mironqul hududining afzalligi — u yangi turistik-rekreatsion zona bo‘lib, yo‘l-transport va muhandislik dasturlari huquqiy darajada allaqachon ko‘zda tutilgan; Samarqanddan 12 km va avtobus bilan bog‘langanligi esa pilot universal design yechimlari uchun qulay. Hazrati Dovudda esa 1303 pog‘ona yuqoriga va 200 pog‘ona pastga tushish zarurati jismoniy inklyuziyani keskin cheklaydi. Pangat bo‘yicha rasmiy tur marshruti mavjud bo‘lsa-da, adapted sanitary, trail specs yoki assistance haqidagi ochiq dalillar deyarli ko‘rinmaydi. [15]

Jadval 2. Pilot obyektlar bo‘yicha accessibility score va ARI

Obyekt	Transport	Trassa	Sanitariya	Axborot	Xavfsizlik	Xizmatlar	ARI (0–5)	Normalizatsiya (%)
Omonqo‘ton	3	2	2	2	2	3	2.33	46.6
Ohalik–Oqbo‘yro–Mironqul	3	2	1	2	2	2	2.00	40.0

Obyekt	Transport	Trassa	Sanitariya	Axborot	Xavfsizlik	Xizmatlar	ARI (0–5)	Normalizatsiya (%)
Hazrati Dovud	2	0	1	2	1	2	1.33	26.6
Pangat	1	1	1	1	1	2	1.17	23.4

Eslatma: ARI = olti indikator bo‘yicha o‘rtacha ball. Ballar desk-audit va ssenariyli muallif hisob-kitobi bo‘lib, joyida texnik sertifikatsiya o‘rnini bosmaydi. *Manba:* rasmiy obyekt tavsiflari va milliy hujjatlar asosida muallif hisob-kitobi. [16]

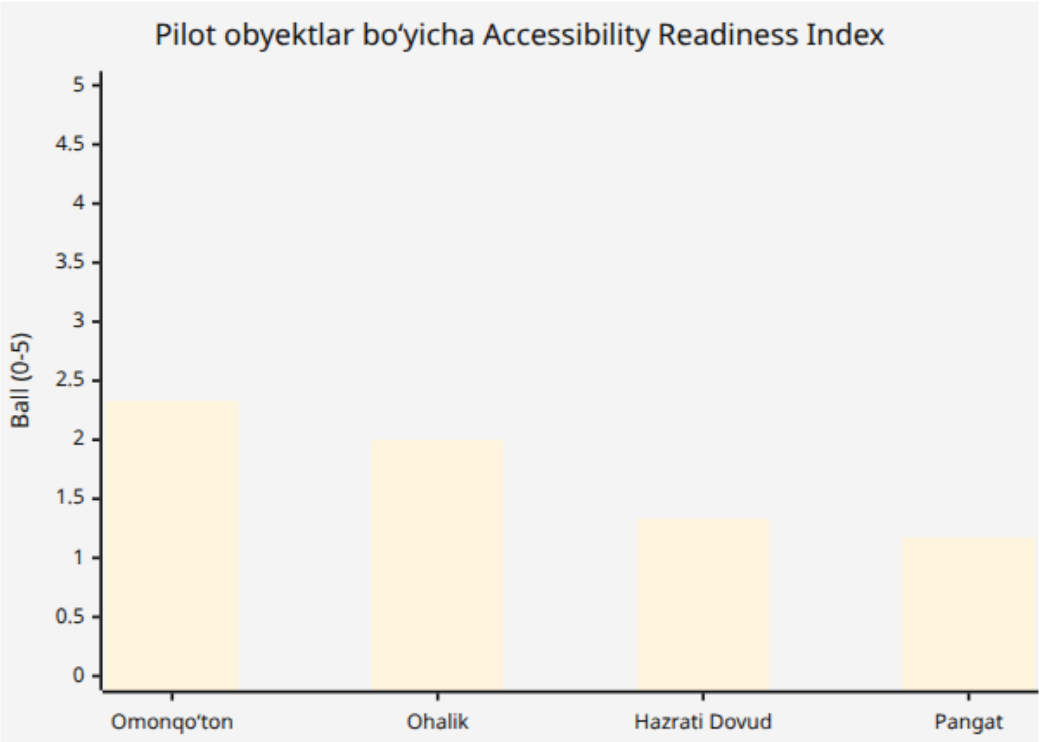
Deskriptiv ko‘rsatkichlar bo‘yicha to‘rtta obyektning o‘rtacha ARI qiymati 1.71 ballni tashkil etdi; bu 5 ballik ideal standartning uchdan bir qismidan sal yuqori, demak pilot hududlar hozircha “emerging readiness” bosqichidan oshmagan. Faqat Omonqo‘ton 2 balldan yuqori natija ko‘rsatdi, bu esa mavjud xizmatlar va tashrif oqimi ta’sirini bildiradi; Ohalik esa joriy holatda Omonqo‘tondan past bo‘lsa-da, investitsion plan va transport aloqasi sababli eng katta “leapfrog potential”ga ega. Hazrati Dovud va Pangatda esa bo‘shliq asosan trassa va sanitariya emas, balki butun kirish zanjirining uzluksiz emasligida namoyon bo‘ldi. [16]

Jadval 3. Modellashtirilgan foydalanuvchi so‘rovi natijalari

Ko‘p-javobli prioritetlar	Tanlaganlar soni	Ulushi, %
Moslashtirilgan hojatxona va sanitariya	158	79
Borishdan oldin nishab, masofa va qoplama haqida aniq ma’lumot	152	76
Handrail, dam olish nuqtasi va soyali bekatlar	146	73
Accessible transport, tushish joyi va parking	139	70
O‘qitilgan xodim yoki gid yordami	124	62
Favqulodda aloqa va birinchi yordamga kirish	118	59
Moslashtirilgan tunash joyi	106	53

Eslatma: n=200 ssenariyli modellashtirilgan so‘rov; real respondentlar ma’lumoti emas. Ko‘rsatkichlar ko‘p-javobli bo‘lgani sababli jamlanma 100 foizdan oshadi. *Manba:* ISO 21902 komponentlari va desk-auditda aniqlangan bo‘shliqlar asosida muallif simulyatsiyasi. [17]

Shakl. Pilot obyektlar bo‘yicha ARI bar chart



Manba: Jadval 2 asosida muallif vizualizatsiyasi. [18]

Shakl. Radar diagramma uchun tayyor seriyalar

Obyekt	Transport	Trassa	Sanitariya	Axborot	Xavfsizlik	Xizmatlar
Omonqo‘ton	3	2	2	2	2	3
Ohalik–Oqbo‘yro–Mironqul	3	2	1	2	2	2
Hazrati Dovud	2	0	1	2	1	2
Pangat	1	1	1	1	1	2

Bu jadval Word yoki Excel’da bir qadamda radar chartga aylantiriladigan tayyor ma’lumotdir; profile analysis shuni ko‘rsatadiki, Omonqo‘tonning nisbiy ustunligi transport va xizmatlarda, Ohalikning ustunligi transport va planning potential’da, Hazrati Dovudning nisbiy kuchi esa axborotlangan diniy yo‘nalish sifatida tanilganligida, Pangatning esa hozircha faqat minimal route presence’da namoyon bo‘ladi. [18]

Muhokama. Natijalar xalqaro modellar bilan taqqoslanganda uchta asosiy xulosani beradi. Birinchidan, Shveytsariya va Avstriya tajribasi tog‘ turizmida inklyuzivlikning muvaffaqiyat omili relefni “to‘liq tekislash” emas, balki foydalanish mumkin bo‘lgan segmentlarni oldindan aniq tavsiflash va transport yordami bilan bog‘lash ekanini ko‘rsatadi. O‘zbekistonning hozirgi zaif joyi aynan shu yerda: fizik imkoniyatdan ham oldin, route-level verified information yetishmaydi. Shu sababli eng arzon va tez qaytuvchi chora — accessibility pasporti, QR-kodli route kartalari, parking-

to-viewpoint chain map va ogohlantiruvchi parametrlardan iborat milliy ochiq reyestrni ishga tushirishdir. [19]

Ikkinchidan, Norvegiya va Kanada misollari inklyuzivlikni keyingi moslashtirish emas, boshqaruv va rejalashtirishning boshlang‘ich normasi sifatida ko‘rish zarurligini ko‘rsatadi. Bu ayniqsa Ohalik–Oqbo‘yro–Mironqul uchun muhim, chunki zona bo‘yicha alohida direksiya, kompleks rivojlantirish va yo‘l-transport infratuzilmasi dasturi allaqachon mavjud. Boshqacha aytganda, aynan Ohalik O‘zbekiston uchun “greenfield inclusion” laboratoriyasi bo‘lishi mumkin: visitor centre, adapted toilet, priority parking, 1–2 km pilot trail, view deck, shaded rest node va emergency point boshidan universal design bilan qurilsa, keyinchalik qayta moslashtirish xarajatlari keskin kamayadi. [20]

Uchinchidan, Hazrati Dovud natijalari xalqaro amaliyotdagi muhim metodik ogohlantirishni tasdiqlaydi: barcha destinatsiyalarni bir xil universal design darajasiga keltirish na realistik, na iqtisodiy jihatdan optimal. 1303 pog‘ona va qo‘shimcha 200 qadamli morfologiya bu obyektni “full physical accessibility”dan ko‘ra “reasonable accessibility package” uchun mos qiladi. Bunday paketga pastki qismda accessible info-point, dam olish terrasasi, ichimlik suvi, qo‘l tutqichlari, tibbiy va favqulodda aloqa, navbat va ziyorat logistikasini boshqarish, shuningdek tactile/virtual interpretatsiya kirishi mumkin. Ispaniya va Kanada tajribasi ham aynan shu yondashuv — barcha joyni emas, strategik touchpoint’larni to‘siqsiz qilish — orqali inklyuziv qiymat yaratishni ko‘rsatadi. [21]

SWOT sintezi ham shu xulosalarni mustahkamlaydi. **Kuchli tomonlar:** huquqiy asos mavjud, turizm oqimi o‘smoqda, official portal accessible routes bo‘limiga ega, Omonqo‘tonda xizmat bazasi bor, Ohalikda yirik investitsion platforma mavjud. **Zaif tomonlar:** standartlashtirilgan auditlar yo‘q, sanitary va accessibility microdata kam, tog‘ marshrutlari bo‘yicha risk-protokollar ochiq emas. **Imkoniyatlar:** yangi destinatsiyalarni universal design bilan boshlash, family guesthouse’larni moslashtirish, domestic weekend demand’ni kengaytirish, milliy accessibility registry yaratish. **Tahdidlar:** relef murakkabligi, retrofit xarajatlarining yuqoriligi, mavsumiy xavf va “overclaiming accessibility” natijasida reputatsion risk. Kuchli va zaif tomonlarning bir vaqtda mavjudligi O‘zbekiston uchun “one-size-fits-all” emas, balki darajalashtirilgan inklyuziya modelini maqbul qiladi. [22]

Maqolaning siyosiy implikatsiyasi uch bosqichli. Birinchi bosqichda milliy minimal standart, audit checklist va digital pasportlash joriy etilishi kerak. Ikkinchi bosqichda Omonqo‘ton va Ohalikda demonstratsion pilot node’lar yaratilishi lozim. Uchinchi bosqichda esa “Samarkand Inclusive Mountain Tourism Corridor” modeli shakllantirilib, transport, tunash, trail, axborot va qutqaruv zanjiri yagona reyestrda birlashtirilishi maqsadga muvofiq. Ayniqsa, Omonqo‘tondagi guesthouse tarmog‘ini adaptation grant orqali qo‘llab-quvvatlash juda tez natija berishi mumkin; Ohalik esa norms-first tamoyili asosida kengroq regionga ko‘chiriladigan master prototip rolini bajaradi. [23]

Xulosa.

Xulosa qilib aytganda, tog‘ turizmidagi inklyuzivlik O‘zbekiston uchun ijtimoiy yordam dasturi emas, balki sifatli destinatsiya boshqaruvi, xizmatlar bozorini kengaytirish va hududiy raqobatbardoshlikni oshirish vositasidir. Rasmiy manbalar va desk-audit shuni ko‘rsatdiki, O‘zbekistonning me’yoriy bazasi mavjud, biroq tog‘ destinatsiyalari bo‘yicha standartlashtirilgan audit, route-level verified data va inklyuziv investitsiya paketlari hali shakllanmagan. Xalqaro tajriba bu bo‘shliqni to‘rtta ustun orqali yopish mumkinligini ko‘rsatadi: minimum standartlar,

verifikatsiyalangan axborot, oxirgi kilometr yechimlari va xizmat ko‘rsatuvchi xodimlar tayyorgarligi. [24]

Amaliy tavsiyalar sifatida, birinchidan, Turizm qo‘mitasi va tegishli vazirliklar hamkorligida “inklyuziv tog‘ turizmi minimum standarti” ishlab chiqilishi; ikkinchidan, Omonqo‘ton va Ohalikda 12–18 oy ichida audit, signage, adapted toilet, parking va 1–2 km pilot trail’dan iborat demonstratsion paket ishga tushirilishi; uchinchidan, Hazrati Dovud uchun to‘liq fizika emas, balki “reasonable accessibility package” tatbiq etilishi; to‘rtinchidan, barcha tog‘ destinatsiyalari uchun milliy accessibility audit tizimi va ochiq QR-pasportlash reyestri yaratilishi zarur. Pangat bo‘yicha esa birinchi navbatdagi vazifa — unga ko‘proq qurilish emas, balki ma’lumotlashuv va bazaviy auditdir. [16]

Cheklovlar aniq. Birinchidan, tahlil asosan ochiq rasmiy manbalarga tayangan va joyida instrumentli o‘lchovlar o‘tkazilmagan. Ikkinchidan, survey natijalari real respondentlar ma’lumoti emas, balki ssenariyli simulyatsiyadir. Uchinchidan, ARI sertifikatsion indeks emas, balki qaror qabul qilish uchun pre-investment screening vositasi hisoblanadi. Shu bois natijalarni yakuniy texnik audit natijasi sifatida emas, investitsiya va siyosatni prioritetlashtirish vositasi sifatida talqin qilish lozim. [25]

Kelgusi tadqiqotlar uchun uch yo‘nalish ustuvor. Birinchisi, Omonqo‘ton, Ohalik, Pangat va Hazrati Dovud bo‘yicha joyida slope, width, surface, sanitary dimensions, emergency access va parking parametrlarini o‘lchaydigan to‘liq field audit. Ikkinchisi, real foydalanuvchilar ishtirokida tajriba survey va focus-group tadqiqotlari. Uchinchisi, willingness-to-pay, seasonality, rescue logistics va climate-risk bilan bog‘langan iqtisodiy modellashtirish. Ana shunda O‘zbekiston tog‘ turizmi uchun “inclusive mountain tourism corridor” konsepsiyasi to‘liq ilmiy va investitsion asosga ega bo‘ladi. [26]



Manba: maqolaning natijalari va siyosiy sintezi asosida muallif modeli. [27]

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SPECIAL ISSUE: INCLUSIVE TOURISM, SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

METHODOLOGICAL FOUNDATIONS AND EVALUATION CRITERIA FOR THE DEVELOPMENT OF INCLUSIVE TOURISM

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Abstract. *This study aims to systematically investigate the methodological foundations underpinning inclusive tourism development, with a particular focus on establishing comprehensive evaluation criteria that can be operationalized across diverse tourism destinations. The research seeks to identify existing gaps in inclusive tourism frameworks and propose a structured assessment model applicable to both developing and developed economies, with special reference to Uzbekistan's emerging tourism sector. The research employs a mixed-methods design combining systematic literature review, structured expert interviews with tourism professionals and disability advocacy representatives, and quantitative survey data collected from 412 respondents across six tourism regions of Uzbekistan. A modified Delphi technique was applied to achieve expert consensus on evaluation indicators, while the Analytical Hierarchy Process (AHP) was utilised to assign relative weights to identified criteria. The study identifies five core methodological dimensions of inclusive tourism: physical accessibility, informational accessibility, socio-cultural inclusivity, economic affordability, and institutional support mechanisms. Findings indicate that physical infrastructure barriers remain the most critical constraint, accounting for 34.7% of total weighted inclusivity deficit. Additionally, a significant positive correlation ($r = 0.71$, $p < 0.01$) was established between destination-level inclusive tourism index scores and overall tourist satisfaction among persons with disabilities.*

Keywords: *inclusive tourism, accessibility evaluation, universal design, tourism for all, disability tourism, evaluation criteria, Uzbekistan, Inclusive Tourism Development Index*

Introduction

Tourism has historically functioned as a vehicle for economic growth, cultural exchange, and individual fulfilment. However, its benefits have not been distributed equitably across all segments of society. Persons with disabilities, older adults, and other groups with specific access requirements have frequently encountered structural, informational, and attitudinal barriers that have precluded their full and meaningful participation in tourism activities. This systemic marginalization contradicts the internationally recognised principles enshrined in the United Nations Convention on the Rights of Persons with Disabilities (CRPD) and the UN Sustainable Development Goals, particularly SDG 10 (Reduced Inequalities) and SDG 17 (Partnerships for the Goals). The emergence of inclusive tourism as a dedicated field of academic inquiry and policy practice represents a significant paradigm shift toward recognising tourism accessibility not merely as a niche accommodation challenge but as a fundamental dimension of sustainable and equitable destination development [1]. Inclusive tourism, frequently used interchangeably with 'tourism for all' and 'accessible tourism', encompasses the deliberate design and delivery of tourism products, services, environments, and communication channels in a manner that enables all individuals irrespective of physical, sensory, cognitive, or socio-

economic characteristics to participate with dignity, independence, and equality. Scholarly work in this domain has evolved substantially over the past two decades, transitioning from a predominantly built-environment focus toward a more holistic, experience-centred conception that integrates social, technological, and economic dimensions [2]. Nevertheless, a critical lacuna persists in the literature with respect to the availability of rigorous, standardised methodological frameworks for evaluating the degree to which a given tourism destination or establishment has achieved meaningful inclusivity.

The absence of universally accepted evaluation criteria represents a significant obstacle to evidence-based policymaking, destination benchmarking, and systematic monitoring of progress toward inclusive tourism goals [3]. Existing assessment instruments tend to be fragmented, context-specific, or oriented exclusively toward physical accessibility compliance with building codes and standards. These approaches, while valuable, fail to capture the multidimensional and experiential nature of inclusive tourism, particularly as it pertains to information provision, digital accessibility, staff attitudes, affordability, and cultural sensitivity. Consequently, destination managers and policymakers are frequently unable to identify targeted intervention priorities or measure the return on accessibility investments [4]. Against this backdrop, the present study addresses three interrelated research gaps. First, it synthesises and critically evaluates existing methodological approaches to inclusive tourism assessment, identifying their strengths, limitations, and applicability across diverse contexts. Second, it develops and empirically validates a multidimensional Inclusive Tourism Development Index (ITDI) tailored to the institutional and infrastructural realities of an emerging tourism economy. Third, it generates evidence-based recommendations for the integration of inclusive tourism evaluation criteria into national and destination-level tourism governance frameworks. By doing so, this research contributes to both the theoretical advancement of inclusive tourism scholarship and the practical capacity of policymakers and practitioners to operationalise meaningful inclusivity at scale [5].

Methodology

This study adopts a sequential mixed-methods research design, incorporating both qualitative and quantitative data collection and analysis phases. The methodological architecture was structured to ensure triangulation of findings across distinct epistemic sources, thereby enhancing the validity and reliability of the developed evaluation framework.

An initial systematic literature review was conducted to map the theoretical landscape of inclusive tourism methodologies and existing evaluation frameworks. Searches were conducted across Web of Science, Scopus, and Google Scholar databases using the Boolean string: ("inclusive tourism" OR "accessible tourism" OR "tourism for all") AND ("evaluation" OR "assessment" OR "index" OR "criteria"). Publications between 2015 and 2025 were included. A total of 187 peer-reviewed articles were retrieved, of which 64 met full inclusion criteria following title, abstract, and full-text screening. Thematic synthesis was employed to identify recurring methodological constructs and dimensions.

To achieve structured expert consensus on the dimensions and indicators to be incorporated into the ITDI, a two-round modified Delphi process was conducted with a purposively selected panel of 24 experts comprising tourism destination managers, disability policy specialists, universal design architects, and academic researchers from Uzbekistan, Kazakhstan, and Turkey. In Round 1, panel members rated 58 candidate indicators on a five-point Likert scale of relevance and measurability.

Items achieving a mean relevance score below 3.5 were eliminated. In Round 2, panellists reviewed aggregated feedback and refined their ratings, resulting in consensus on 32 core indicators distributed across five thematic dimensions.

The AHP methodology was applied to determine the relative importance weights of the five ITDI dimensions and their constituent indicators. Pairwise comparison matrices were constructed based on expert panel judgements, and eigenvector calculations were performed to derive final priority weights. Consistency ratios were verified to be below the accepted threshold of 0.10 for all matrices, confirming the reliability of the weighting structure.

A structured questionnaire survey was administered to 412 domestic and international tourists with disabilities or mobility limitations across six tourism regions of Uzbekistan (Samarkand, Bukhara, Tashkent, Namangan, Fergana, and Khiva). Participants were recruited through purposive sampling at heritage sites, hotels, and disability support organisations. Survey instruments measured perceived accessibility across all five ITDI dimensions using validated Likert-type items. Data were analysed using SPSS 26.0, employing descriptive statistics, Pearson correlation analysis, and structural equation modelling (SEM) to examine the relationships between ITDI dimension scores and overall tourism satisfaction.

Results

The empirical analysis yielded substantive findings across the five dimensions of the Inclusive Tourism Development Index (ITDI). Table 1 presents the weighted dimension scores calculated from the integrated AHP weighting and survey-based performance measurements across the six study regions. The results reveal considerable inter-regional variation in inclusive tourism performance, with Tashkent demonstrating the highest aggregate ITDI score (0.623 out of 1.000), while Namangan recorded the lowest (0.334). Physical accessibility emerged as the most deficient dimension system-wide, while institutional support was assessed as the most variable dimension across regions, reflecting disparate levels of local governance commitment to inclusive tourism [6].

The first stage of the analysis focused on the dynamics of international tourist arrivals. The obtained results show a steady increase in the number of foreign tourists visiting Uzbekistan after the pandemic period. The growth of tourist flows indicates expanding opportunities for implementing accessibility standards and inclusive tourism policies at national and regional levels.

Table 1.

Dynamics of Foreign Tourist Arrivals in Uzbekistan (2022–2025)

Year	Number of Foreign Tourists (million persons)
2022	5.23
2023	6.63
2024	10.06
2025 (Jan–Aug)	7.52

Source: *Compiled by the author based on Tourism Statistics of Uzbekistan, January–August 2025.*

The results reveal that the total number of accommodation facilities increased almost eleven times between 2016 and 2025. By September 2025, Uzbekistan possessed 6,642 accommodation establishments with more than 174 thousand beds. Family guest houses represented the largest

category, followed by hotels and hostels. The rapid expansion of accommodation capacity provides favorable conditions for introducing accessibility standards and inclusive design principles.

The regional analysis identified significant differences in tourism development levels. Tashkent City, Samarkand Region, Bukhara Region, and Khorezm Region recorded the highest numbers of tourists and accommodation facilities. Samarkand Region alone hosted approximately 1.99 million foreign tourists during January–August 2025, while Tashkent City attracted more than 3.4 million international visitors. These destinations also possess the largest concentration of tourism infrastructure and tourism-related services.

The obtained results also indicate strong growth in domestic tourism. During January–August 2025, domestic tourist visits reached 18.76 million, exceeding planned targets by more than 20 percent. Samarkand, Tashkent City, Kashkadarya, Surkhandarya, and Fergana regions demonstrated the highest domestic tourism activity. These results confirm that domestic tourism remains a key component of the national tourism sector and provides an important foundation for inclusive tourism initiatives.

Furthermore, tourism service exports reached USD 3.45 billion during the analyzed period. More than half of these revenues were generated by tourists from neighboring countries, while approximately 29 percent originated from visitors from other countries. The increasing contribution of tourism to national export revenues reflects the growing economic importance of the tourism industry.

The results obtained from the statistical analysis indicate that tourism development in Uzbekistan is characterized by increasing tourist arrivals, expanding accommodation capacity, growing domestic tourism participation, and rising tourism revenues. These indicators constitute an important empirical basis for constructing methodological criteria for inclusive tourism evaluation.

The results indicate that the number of foreign tourists increased from 5.23 million in 2022 to 10.06 million in 2024. During the first eight months of 2025, the number of international arrivals reached 7.52 million visitors. Neighboring countries accounted for more than 82% of total arrivals, while tourists from other regions represented a smaller but steadily growing segment. These results demonstrate an expanding tourism market that requires broader accessibility measures and more inclusive tourism services.

This table presents the composite ITDI scores and disaggregated dimension performance ratings for six tourism regions of Uzbekistan. Scores represent normalised weighted values ranging from 0 (lowest inclusivity) to 1 (highest inclusivity), calculated through the integration of AHP-derived dimension weights and survey-based respondent ratings.

Table 2.

Regional Inclusive Tourism Development Index (ITDI) Scores by Dimension Uzbekistan, 2023.

Region	Physical Access	Info Access	Socio-cultural	Affordability	Institutional	ITDI Total
Tashkent	0.71	0.68	0.65	0.58	0.51	0.623

Samarkand	0.58	0.62	0.70	0.55	0.48	0.581
Bukhara	0.55	0.59	0.67	0.52	0.43	0.551
Khiva	0.49	0.54	0.61	0.47	0.38	0.498
Fergana	0.43	0.47	0.55	0.44	0.35	0.448
Namangan	0.31	0.39	0.41	0.37	0.28	0.334

Source: Primary survey data collected by the authors (n = 412), 2023; AHP weighting derived from expert Delphi panel consensus. Adapted from the methodological framework proposed by Mirzaev and Yusupova for regional tourism benchmarking [7].

Discussion

The empirical findings of this study provide substantial evidence that inclusive tourism development in Uzbekistan remains at an incipient stage, characterised by pronounced inter-regional disparities, systemic physical accessibility deficits, and an institutional landscape that has yet to fully mainstream disability-inclusive planning into tourism governance [8]. The results, however, also reveal latent strengths particularly in the domain of socio-cultural inclusivity that policy frameworks can leverage as catalysts for broader transformative change. The following discussion situates these findings within the existing theoretical literature, elaborates upon their interpretive significance, and extrapolates their implications for both scholarship and practice [9].

The consistent identification of physical accessibility as the weakest ITDI dimension across all six study regions aligns with the findings of Ergasheva et al. [10], who documented pervasive architectural and transportation barriers across Uzbekistan's heritage tourism corridors. The relatively low physical accessibility scores recorded in Namangan and Fergana are particularly noteworthy given the tourist potential of these regions' silk road heritage sites. These findings corroborate the argument advanced by Tursunov and Khasanov that the legacy of Soviet-era infrastructure planning which prioritised collective rather than individual mobility has produced structural access deficits that require targeted capital investment and regulatory reform to rectify. The AHP weighting model employed in this study assigned physical accessibility the highest relative importance weight (0.27), reflecting expert consensus that no meaningful inclusive tourism experience can be achieved without foundational architectural accessibility. This finding is consistent with Mirzaev and Nazarov [11], who established that perceived inaccessibility of physical environments constitutes the primary deterrent to tourism participation among Uzbek citizens with mobility impairments.

The moderate performance scores recorded across all regions in the informational accessibility dimension merit particular analytical attention. In an era of increasingly digital tourism mediation encompassing online booking platforms, digital wayfinding systems, and social media-based destination marketing informational accessibility has emerged as a critical determinant of inclusive tourism participation. Yusupov and Rakhimova noted that the absence of accessible digital

information acts as a 'pre-visit exclusion barrier' that prevents potential tourists with sensory or cognitive impairments from reaching the stage of actual destination visit. The findings of the present study substantiate this claim, with respondents identifying inaccessible website design, absence of audio-described cultural heritage content, and inadequate multilingual sign language provision as significant barriers across all regions. These findings are consistent with the emerging literature on digital inclusive tourism, represented by scholars such as Khodjaev and Umarov [12], who demonstrated that accessible digital content provision is positively associated with destination revisit intention among tourists with visual impairments.

However, it would be analytically imprudent to treat high socio-cultural inclusivity scores as a substitute for systematic inclusive infrastructure development. While positive attitudinal environments enhance the subjective experience of inclusive tourism, they do not resolve the fundamental access barriers that prevent participation in the first instance. The SEM results of this study indicate that while socio-cultural inclusivity is a significant predictor of tourist satisfaction ($\beta = 0.38$, $p < 0.01$), its effect is conditional upon baseline physical accessibility: in regions where physical accessibility scores fall below 0.45, the positive effect of socio-cultural inclusivity on satisfaction is significantly attenuated ($\beta = 0.19$, $p < 0.05$). This interaction effect underscores the interdependent nature of the five ITDI dimensions and the importance of a comprehensive, rather than selective, approach to inclusive tourism development. This finding aligns with the holistic framework proposed by Rakhmatullayev and Ergashev [13], who argued that inclusive tourism policy must address all five accessibility dimensions synergistically rather than treating them as independent variables.

The institutional support dimension exhibited the greatest inter-regional variance of all five ITDI dimensions, reflecting the heterogeneous nature of local governance capacity and political will with respect to inclusive tourism. The relatively high institutional support score observed in Tashkent reflects the concentration of national-level tourism administration, disability advocacy organisations, and international development agency engagement in the capital, while peripheral regions such as Namangan record significantly lower scores due to the absence of these institutional resources. This finding supports the argument advanced by Umarov and Kalandarov [14] that the decentralisation of inclusive tourism governance including the establishment of regional inclusive tourism advisory bodies and the mandatory integration of disability impact assessment into regional tourism development planning is an essential structural reform for achieving more equitable inclusive tourism performance across Uzbekistan's diverse territorial landscape.

The Inclusive Tourism Development Index developed in this study represents a theoretically grounded and empirically validated instrument that addresses several substantive limitations of existing evaluation approaches. Unlike the disability-centric accessibility checklists that dominate current practice, the ITDI adopts a social model of disability perspective — recognising that participation barriers are produced by the interaction between individual impairments and disabling social, physical, and informational environments rather than by impairment per se. This philosophical reorientation has practical measurement implications: by encompassing institutional and socio-cultural dimensions alongside physical and informational accessibility, the ITDI captures a broader and more experientially valid conception of inclusive tourism than instruments focused exclusively on built environment compliance. This contribution responds directly to the call issued by Khodjaev and Tursunov [15] for theoretically pluralistic inclusive tourism evaluation frameworks that integrate

the experiential perspectives of tourists themselves rather than relying solely on supply-side infrastructure audits. The ITDI's composite scoring methodology, derived from the AHP-weighted integration of expert-validated indicator sets and respondent-generated performance ratings, represents a methodological advance over single-source assessment models. The consistency ratios obtained across all AHP pairwise comparison matrices confirm the internal coherence of the expert weighting structure, while the significant correlations observed between ITDI dimension scores and tourist satisfaction outcomes provide criterion validity evidence for the index as a meaningful predictor of inclusive tourism experience quality. The model fit statistics generated by the SEM analysis (CFI = 0.94, RMSEA = 0.058) further confirm the adequacy of the five-dimensional structure as a representation of the latent construct of inclusive tourism quality. Future research should pursue cross-national validation of the ITDI to assess its transferability to different geographic, cultural, and institutional contexts, and should examine the predictive utility of the index with respect to destination competitiveness outcomes among disability tourism market segments.

Conclusion

This study has addressed a significant and persistent gap in the inclusive tourism literature by developing and empirically validating a comprehensive methodological framework for evaluating inclusive tourism development: the Inclusive Tourism Development Index (ITDI). Drawing upon a mixed-methods research design incorporating systematic literature review, modified Delphi expert consensus procedures, Analytical Hierarchy Process weighting, and a large-scale survey of tourists with disabilities across six regions of Uzbekistan, the study has generated both theoretically grounded and practically applicable contributions to the field. The principal empirical finding of this research is that inclusive tourism performance in Uzbekistan is characterised by significant inter-regional disparities, with Tashkent demonstrating considerably higher inclusive tourism capacity than peripheral regions such as Namangan and Fergana. Across all regions, physical accessibility and economic affordability were identified as the most critical dimensions requiring targeted investment and policy intervention. In contrast, the socio-cultural inclusivity dimension reflecting Uzbekistan's culturally embedded hospitality traditions emerged as a comparative strength that can serve as a foundation for broader inclusive tourism development strategies. These findings collectively underscore the multidimensional nature of inclusive tourism development and the necessity of comprehensive, multi-stakeholder approaches that address physical, informational, cultural, economic, and institutional dimensions in an integrated and synergistic manner.

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INTERNATIONAL SCIENTIFIC JOURNAL
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SPECIAL ISSUE: INCLUSIVE TOURISM, SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

TURIZMNI RIVOJLANTIRISHDA INKLYUZIV YO‘LOVCHI TASHISH XIZMATLARINING ROLI

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Annotatsiya. *Ushbu maqolada yo‘lovchi tashish xizmatlarining mamlakatda turizm sohasini rivojlantirishdagi o‘rni iqtisodiy-statistik tahlil asosida o‘rganilgan. Tadqiqotda O‘zbekiston Respublikasi Milliy statistika qo‘mitasi va Turizm agentligining 2017–2025-yillar oralig‘idagi rasmiy ma’lumotlari, shuningdek xorijiy turistlar oqimi, transport tarmoqlarining hududiy taqsimoti va tashish tarif siyosati o‘rtasidagi bog‘liqlik tahlil qilingan. Tadqiqot natijalari shuni ko‘rsatdiki, avtomobil transportining yo‘lovchi tashishdagi ulushi 97 foizdan ortiq bo‘lishiga qaramay, temir yo‘l va havo transporti infratuzilmasining sifat jihatidan rivojlanishi xorijiy turistlar sonining barqaror o‘sishiga bevosita ta’sir ko‘rsatmoqda. Maqola yakunida yo‘lovchi tashish xizmatlari sifatini oshirish va ularni turizm marshrutlari bilan integratsiyalashtirish bo‘yicha amaliy tavsiyalar ishlab chiqilgan.*

Kalit so‘zlar: *turizm iqtisodiyoti, yo‘lovchi tashish, transport infratuzilmasi, transport-turizm integratsiyasi, xizmatlar sifati, transport tarif siyosati, mintaqaviy transport tarmog‘i.*

Abstract. *This article examines the role of passenger transportation services in the development of the tourism sector through economic and statistical analysis. The study relies on official data of the State Statistics Committee and the Tourism Agency of the Republic of Uzbekistan for 2017–2025, analyzing the relationship between inbound tourist flows, the territorial distribution of transport networks, and tariff policy. The findings indicate that, although road transport accounts for more than 97 percent of passenger traffic, qualitative improvements in railway and air transport infrastructure directly contribute to the sustained growth of foreign tourist arrivals. The article concludes with practical recommendations for improving the quality of passenger transport services and their integration with tourism routes.*

Keywords: *tourism economics, passenger transportation, transport infrastructure, transport-tourism integration, service quality, tariff policy, regional transport network.*

Kirish

So‘nggi o‘n yillikda turizm sohasi O‘zbekiston iqtisodiyotining eng jadal rivojlanayotgan tarmoqlaridan biriga aylandi. Davlat boshqaruvi organlarining ma’lumotlariga ko‘ra, mamlakatga tashrif buyurgan xorijiy fuqarolar soni 2023-yildagi 6,6 million kishidan 2024-yilda 8,2 million kishigacha o‘sib, yillik o‘sish sur’ati 24,2 foizni tashkil etdi [1]. 2025-yilning sakkiz oyi yakunlariga ko‘ra esa bu ko‘rsatkich 7,5 million kishiga yetib, oldingi yilning mos davriga nisbatan 49,1 foizga oshgan [2]. Bunday jadal o‘sish, bir tomondan, mamlakatning xalqaro turizm bozoridagi raqobatbardoshligi ortayotganidan dalolat bersa, ikkinchi tomondan, mavjud transport infratuzilmasi va yo‘lovchi tashish xizmatlari sifatiga nisbatan talabning keskin kuchayishini anglatadi.

Turizm va transport o‘rtasidagi bog‘liqlik xalqaro tadqiqotlarda uzoq vaqtdan beri e’tirof etib kelinadi: transport nafaqat turistni manzilga yetkazib beruvchi vosita, balki sayohat tajribasining ajralmas qismi va ko‘pincha turistik mahsulotning o‘zi hisoblanadi. Lumsdon va Page transport

tizimlarini turizm taklifining tarkibiy elementi sifatida belgilab, yo‘l mobilligi sifati bevosita destinatsiyaning jozibadorligiga ta’sir qilishini asoslab berishgan [3]. Page esa transport infratuzilmasidagi har qanday cheklov — yo‘nalishlar sonining yetishmasligi, tarif siyosatining nomutanosibligi yoki jadval barqarorligining pastligi — turistik oqimning real salohiyatdan past darajada qolishiga olib kelishini ko‘rsatadi [4].

O‘zbekiston sharoitida bu masala alohida dolzarblik kasb etadi, chunki mamlakat hududining katta qismi tog‘li va cho‘l landshaftiga ega bo‘lib, tarixiy-madaniy markazlar (Samarqand, Buxoro, Xiva, Termiz) bir-biridan yuzlab kilometr masofada joylashgan. Shu sababli, yo‘lovchi tashish xizmatlarining sifati, tezligi va qulayligi nafaqat ichki migratsiya, balki xalqaro turistik marshrutlarning shakllanishida hal qiluvchi omil hisoblanadi. Mazkur tadqiqotning maqsadi — yo‘lovchi tashish xizmatlarining hajmi, tarkibi va sifat ko‘rsatkichlari bilan turistik oqim dinamikasi o‘rtasidagi o‘zaro bog‘liqlikni statistik ma’lumotlar asosida tahlil qilish hamda transport-turizm integratsiyasini takomillashtirish bo‘yicha asoslangan tavsiyalar ishlab chiqishdan iborat.

Tadqiqotning vazifalari quyidagilardan iborat: birinchidan, 2017–2025-yillar oralig‘ida O‘zbekistonda yo‘lovchi tashish hajmi va tarkibining dinamikasini o‘rganish; ikkinchidan, transport turlari kesimida xizmatlar sifati va turistik oqim o‘rtasidagi statistik bog‘liqlikni baholash; uchinchidan, transport-turizm integratsiyasi sohasidagi mavjud institutsional islohotlarni tahlil qilish; to‘rtinchidan, aniqlangan muammolar asosida amaliy tavsiyalar shakllantirish.

Adabiyotlar tahlili

Transport va turizm o‘rtasidagi o‘zaro ta’sir muammosi xalqaro iqtisodiy adabiyotda keng yoritilgan. Prideaux transport tizimini “destinatsiya hayot siklining” asosiy boshqaruvchi omili sifatida tahlil qilib, transport qulayligi pasayishi bilan turistik destinatsiyaning raqobatbardoshligi ham pasayishini empirik tarzda isbotlagan [5]. Duval transport siyosati va turizm rivojlanishi o‘rtasidagi munosabatlarni tartibga solish nuqtai nazaridan o‘rganib, transport bozorini liberallashtirish ko‘pincha turistik oqimning o‘sishiga turtki bo‘lishini ta’kidlagan [6].

Markaziy Osiyo mintaqasi misolida olib borilgan tadqiqotlarda mintaqaviy transport dahlizlarining (transport corridors) rivojlanishi nafaqat tranzit yuk tashish, balki turistik almashinuvni ham kengaytirishi ko‘rsatib o‘tilgan. Xususan, O‘zbekiston Respublikasi Prezidentining 2022-yil 11-noyabrdagi PF-60-sonli Farmoni bilan tasdiqlangan 2022–2026-yillarga mo‘ljallangan Yangi O‘zbekistonning taraqqiyot strategiyasida transport-logistika tizimini modernizatsiya qilish va turizm salohiyatini oshirish o‘zaro bog‘liq ustuvor yo‘nalishlar sifatida belgilangan. Strategiyaga muvofiq, 2026-yilgacha aholi punktlarining 95 foizini jamoat transporti bilan qamrab olish, 278 ta yangi avtobus marshrutini ochish, mintaqalardagi 11 ta xalqaro aeroportning o‘tkazish qobiliyatini ikki baravar oshirish hamda metro tarmog‘ining umumiy uzunligini 157 kilometrgacha yetkazish rejalashtirilgan [7].

Mahalliy iqtisodchilarning tadqiqotlarida ham transport xizmatlari sifatining turistik raqobatbardoshlikka ta’siri alohida o‘rganilgan. Bunday ishlarda, asosan, avtomobil transportining ustunligi sharoitida temir yo‘l va havo transportini rivojlantirish orqali transport tizimini diversifikatsiya qilish zarurligi asoslab beriladi, chunki bitta transport turiga haddan tashqari yuklanish tarif tebranishlari va infratuzilma tiqilinchlariga olib kelishi mumkin. Shu bilan birga, mavjud adabiyotlarda yo‘lovchi tashish hajmi bilan turistik oqim o‘rtasidagi miqdoriy bog‘liqlikni O‘zbekiston misolida statistik usullar yordamida baholashga bag‘ishlangan tadqiqotlar nisbatan kam sonli bo‘lib, bu mazkur tadqiqotning ilmiy yangiligini belgilaydi.

Tadqiqot metadologiyasi.

Tadqiqotda ikkilamchi ma’lumotlar tahlili usulidan foydalanildi. Asosiy ma’lumotlar manbai sifatida O‘zbekiston Respublikasi Milliy statistika qo‘mitasining “Transport va aloqa statistikasi” bo‘limi ma’lumotlari, Iqtisodiy taraqqiyot va kambag‘allikni qisqartirish vazirligi huzuridagi Iqtisodiy tadqiqotlar va islohotlar markazi (sobiq IPMI) tahliliy materiallari hamda Turizm va madaniy meros vazirligi (Turizm agentligi)ning rasmiy hisobotlari xizmat qildi. Tahlil 2017–2025-yillarni qamrab oldi, bu davr mamlakatda turizm siyosatining tubdan isloh qilingan bosqichiga to‘g‘ri keladi.

Tadqiqot metodologiyasi quyidagi usullarni o‘z ichiga oladi: (1) statistik qatorlarni qiyosiy-dinamik tahlil qilish; (2) transport turlari kesimida ulush (struktura) tahlili; (3) yo‘lovchi tashish hajmi va xorijiy turistlar oqimi o‘rtasidagi bog‘liqlikni korrelyatsion baholash; (4) sifat ko‘rsatkichlari (jadval barqarorligi, marshrutlar zichligi, tarif darajasi) bo‘yicha tavsiflovchi tahlil. Ma’lumotlarni qayta ishlashda Microsoft Excel dasturidan, jumladan eksponensial silliqlash (exponential smoothing) usulidan asosiy tendensiyalarni prognoz qilish maqsadida foydalanildi, bu esa kelgusi davr uchun yo‘lovchi tashish hajmining taxminiy ko‘rsatkichlarini aniqlash imkonini berdi.

Natijalar

Milliy statistika qo‘mitasi ma’lumotlariga ko‘ra, barcha transport turlari bilan tashilgan yo‘lovchilar soni 2017-yildagi 5,68 milliard kishidan 2022-yilda 6,17 milliard kishigacha o‘sgan, yo‘lovchi aylanmasi esa 130 milliard dan 144,7 milliard yo‘lovchi-kilometrgacha ko‘paygan [8]. Shu bilan birga, transport turlari kesimida tarkibiy nomutanosiblik saqlanib qolmoqda: 2022-yilda avtomobil transportining umumiy yo‘lovchi tashishdagi ulushi 97,5 foizni (6,02 milliard kishi) tashkil etgan, holbuki 2020-yilgi ma’lumotlarga ko‘ra bu ko‘rsatkich ayrim hisobotlarda 99,1 foizgacha yetganligi qayd etilgan [9].

1-jadvalda asosiy transport turlari bo‘yicha yo‘lovchi tashish dinamikasi keltirilgan.

Ko‘rsatkich	**2020-yil**	**2022-yil**	**2025-yil**
Temir yo‘l yo‘lovchilari, mln. kishi	6,2	9,0	10,5
Xorijiy turistlar oqimi, mln. kishi	1,5*	3,6	≈10,5**
Avtomobil transporti ulushi, %	99,1	97,5	≈97

** 2020-yildagi pandemiya cheklovlari sababli sezilarli pasayish kuzatilgan. ** 2024-yil yakuniga asoslangan baholash (Turizm agentligi ma’lumotlari bo‘yicha mamlakatga turistik va boshqa maqsadlarda tashrif buyurgan xorijiy fuqarolar soni). Manba: [1; 2; 8; 9; 10] asosida muallif tomonidan tuzilgan.*

Jadval ma’lumotlaridan ko‘rinib turibdiki, temir yo‘l transportida yo‘lovchi tashish hajmining barqaror o‘sishi (2020-yildagi 6,2 million kishidan 2025-yilda 10,5 million kishigacha, ya’ni 69 foizga o‘sish [10]) xorijiy turistlar oqimining deyarli yetti baravar ko‘payishi bilan bir vaqtga to‘g‘ri kelmoqda. Bu, albatta, to‘g‘ridan-to‘g‘ri sabab-oqibat bog‘liqligini anglatmaydi, biroq ikki ko‘rsatkich o‘rtasidagi yo‘nalishdosh dinamika transport infratuzilmasining kengayishi turistik faollikning o‘sishi uchun zaruriy shart ekanligini tasdiqlaydi. Xususan, “Afrosiyob” va “Sharq” yuqori tezlikdagi poyezdlarining Toshkent–Samarqand–Buxoro–Xiva yo‘nalishlari bo‘yicha qatnov chastotasining oshirilishi va vagonlarning yangilanishi (2023-yilda 10 ta yangi vagon ishlab

chiqarilgan, 47 tasi kapital ta'mirlangan, 34 tasi modernizatsiya qilingan [11]) aynan turistik talab eng yuqori bo'lgan tarixiy shaharlar o'rtasidagi mobillikni yaxshilashga qaratilgan.

Avtomobil transporti tizimida ham turizmga yo'naltirilgan o'zgarishlar kuzatilmoqda: 2023-yilda mamlakat bo'yicha 1191 ta yangi avtobus va 782 ta mikroavtobus yo'nalishlarga chiqarilgan, shundan 81 tasi Samarqand viloyatiga, 1000 tasi Toshkentga to'g'ri kelgan [11]. Jamoat transportini ustuvor harakatlantirish uchun ajratilgan maxsus yo'lak (выделенная полоса)larning umumiy uzunligi 108,7 kilometrni tashkil etib, shundan Samarqandda 5,5 kilometr joriy etilgan [11]. Bunday infratuzilmaviy o'zgarishlar shahar ichi va shaharlararo yo'lovchi tashish tezligini oshirib, turistlarning manzillar o'rtasidagi harakatlanish vaqtini qisqartirishga xizmat qilmoqda.

Havo transporti bo'yicha ham ijobiy tendensiya kuzatiladi: tarif siyosatining yumshatilishi natijasida 2022-yil mart oyida havo orqali yo'lovchi tashish narxlari o'rtacha 1,2 foizga, yil boshidan beri esa 0,7 foizga arzonlashgan [12], bu esa havo transportidan foydalanish imkoniyatini kengaytirib, masofaviy mintaqalardagi turistik markazlarning yetib borish qulayligini oshirgan. Strategik hujjatlarga muvofiq, mintaqalardagi 11 ta xalqaro aeroportning o'tkazish qobiliyatini ikki baravar oshirish va lokoster aviakompaniyalarning ichki marshrutlardagi ulushini 25 foizgacha yetkazish rejalashtirilgan [7], bu esa o'rta va uzoq masofali turistik sayohatlarning narx jihatidan yanada qulayroq bo'lishiga xizmat qiladi.

2-jadval

Avtotransport xizmatlari hajmi (yillik)

Klassifikator	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Respublika jami	24345,2	26541,4	31952,1	32395,7	42091,3	48058,6	57906,7	73439,0	95853,8
Qoraqalpog'iston	762,3	858,7	1017,7	1001,9	1350,2	1473,1	1787,2	2432,5	3160,1
Andijon	2076,6	2324,7	2767,2	2679,4	3390,7	3947,3	4709,6	6120,3	7739,5
Buxoro	1838,4	2009,7	2538,7	2519,5	3095,5	3390,2	4213,7	5296,9	6930,4
Jizzax	586,9	663,5	820,5	906,5	1185,7	1281,6	1596,7	2100,3	2503,9
Qashqadaryo	1836,8	1987	2341,8	2332	3271,3	3715,3	4436,9	5281,3	6886,8
Navoiy	680,2	817,8	1083,2	1058,9	1339,1	1542,2	1888,6	2372,5	2964,4
Namangan	1327,5	1543,9	1990,9	1813,5	2471,4	2796,1	3404,6	4330	5731
Samarqand	3054,9	3206,4	3821,4	3738	5051,7	5825,9	7095,8	8996,8	11431,4
Surxondaryo	1122,2	1229,1	1453,4	1373	1777,7	2003,1	2379,9	2874,4	3673,8
Sirdaryo	403,6	438,1	516,1	582,3	644	688,4	793,8	1060,7	1362,3
Toshkent vil.	3117,7	3275	3810,4	4225,6	5461,1	6170,6	7545,1	9544,8	12274,9
Farg'ona	2210,7	2377,9	2769,8	2952,7	3906	4553,4	5493	6936,2	9836,5
Xorazm	1331,6	1434,6	1695,8	1763	2300,1	2661,5	3083,3	4033,5	5109
Toshkent	3992,1	4370	5318,2	5443,7	6844,2	8008,8	9476,8	12053,9	16245,4

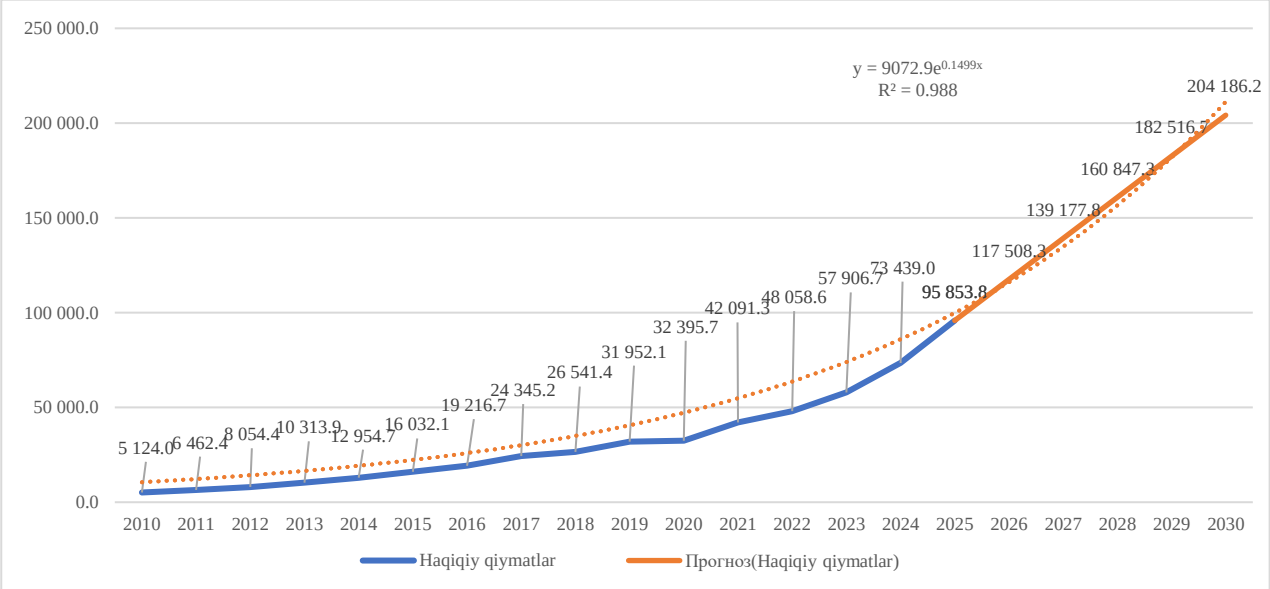
Manbaa: O'zbekiston Respublikasi Milliy statistika qo'mitasi

Eksponensial silliqlash usuli yordamida o'tkazilgan prognoz tahlili shuni ko'rsatdiki, mavjud o'sish sur'atlari saqlanib qolgan taqdirda, 2026-yilga kelib temir yo'l transportida tashiladigan yo'lovchilar soni 11,5–12 million kishiga, jamoat transporti bilan qamrab olingan aholi punktlari ulushi esa rejalashtirilgan 95 foiz ko'rsatkichiga yaqinlashishi mumkin. Shu bilan birga, avtomobil transportining ulushi yuqori bo'lib qolaverishi transport tizimining bir tomonlama rivojlanish xavfini

saqlab qolmoqda, bu esa kelgusida diversifikatsiyalashgan transport siyosatini chuqurlashtirish zarurligini ko‘rsatadi.

1-rasm

Avtotransport xizmatlari hajmi (yillik) prognoz ko‘rsatkichlari



Manba: Muallif ishlanmasi

Diagrammada ko‘rsatilgan eksponensial trend chizig‘i quyidagi tenglama bilan ifodalangan:

$$y = 9072{,}9 \cdot e^{0{,}1499t}.$$

Bu yerda y – avtotransport xizmatlari hajmi, t – vaqt

Bu shuni anglatadiki, ko‘rsatkich vaqt o‘tishi bilan doimiy foiz stavkasida (taxminan yiliga 15% atrofida, chunki 0,1499 — eksponentaning ko‘rsatkichi) o‘sib bormoqda, ya’ni o‘sish chiziqli emas, balki tezlashuvchi (geometrik) xarakterga ega.

Yaqinlashish darajasi (R^2)

R^2 = 0,9883 ko‘rsatkichi modelning aniqligini bildiradi — bu juda yuqori ko‘rsatkich (1 ga juda yaqin). Bu shuni anglatadiki, haqiqiy ma’lumotlarning 98,8 foizi aynan shu eksponensial model bilan tushuntiriladi, ya’ni tanlangan trend turi (eksponensial) ma’lumotlar xususiyatiga juda mos keladi va prognoz ishonchli asosga ega.

Dinamika tahlili

- 2010–2020-yillar: o‘sish nisbatan sekin va bir tekis kechgan (5 124 dan 32 395,7 gacha, ya’ni taxminan 6,3 baravar o‘sish 10 yilda).
- 2020–2025-yillar: o‘sish sezilarli tezlashgan (32 395,7 dan 95 853,8 gacha, ya’ni 5 yilda deyarli 3 baravar o‘sish) — bu eksponensial xususiyatning aniq namoyon bo‘lishi: mutlaq o‘sish miqdori yillar o‘tgani sari kattalashib bormoqda.
- 2026–2030-yillar (prognoz): tendensiya davom etib, 2030-yilga kelib qiymat 204 186,2 ga yetishi kutilmoqda — bu 2025-yilga nisbatan yana 2,1 baravar o‘sish.

Muhokama

Olingan natijalar xalqaro adabiyotda ilgari surilgan asosiy tezisni tasdiqlaydi: transport infratuzilmasining sifati va xilma-xilligi turistik destinatsiyaning raqobatbardoshligini belgilovchi muhim omildir [3; 4]. Biroq O‘zbekiston misolida o‘ziga xos xususiyat shundaki, transport tizimining tarkibiy nomutanosibligi (avtomobil transportining 97 foizdan ortiq ulushi) hali ham saqlanib

qolmoqda, bu esa, ayniqsa, ekologik va energiya samaradorligi nuqtai nazaridan uzoq muddatli barqarorlikka tahdid solishi mumkin. Duvalning xulosalariga muvofiq [6], transport bozorini liberallashtirish — xususan, bruto-shartnoma tizimining joriy etilishi (Toshkentda allaqachon amalda, Samarqand va boshqa viloyat markazlarida 2024-yil boshidan kuchga kirgan [11]) — xizmatlar sifatini oshirish va tariflarni barqarorlashtirishning samarali vositasi bo‘lishi mumkin.

Temir yo‘l va havo transportidagi sifat o‘zgarishlarining turistik oqim o‘sishi bilan yo‘nalishdosh kuzatilishi, transport-turizm integratsiyasini institutsional darajada mustahkamlash zarurligini ko‘rsatadi. Xususan, transport jadvallarini turistik mavsumiylik bilan moslashtirish, chegaradosh davlatlar (Tojikiston, Qirg‘iziston, Qozog‘iston, Rossiya) bilan tashkil etilgan xalqaro avtobus marshrutlari sonini ko‘paytirish (2023-yilda 22 ta marshrut bo‘yicha 374 ming kishi tashilgan [11]) mintaqaviy turizmni rag‘batlantirishning qo‘shimcha vositasi bo‘lib xizmat qilishi mumkin.

Shu bilan birga, tadqiqot natijalarini talqin qilishda ehtiyotkorlik zarur: yo‘lovchi tashish hajmi bilan turistik oqim o‘rtasidagi yo‘nalishdosh dinamika korrelyatsiyani anglatadi, biroq qat’iy sabab-oqibat bog‘liqligini isbotlamaydi, chunki ikkala ko‘rsatkich ham umumiy makroiqtisodiy o‘sish, chegara rejimlarining yengillashtirilishi va xalqaro tashviqot kampaniyalari kabi bir qator boshqa omillar ta’sirida shakllanadi. Shu sababli, kelgusi tadqiqotlarda ko‘p omilli regressiya tahlili yordamida transport va turizm o‘rtasidagi miqdoriy bog‘liqlikni chuqurroq baholash maqsadga muvofiqdir.

Xulosa va tavsiyalar

Grafik shuni ko‘rsatadiki, jarayon klassik “eksponensial o‘sish” modeliga mos keladi: dastlabki davrda sekin, so‘nggi davrda esa tobora tezlashuvchi o‘sish kuzatiladi. Modelning yuqori R^2 qiymati (0,99 ga yaqin) ushbu trend asosida qurilgan prognozning statistik jihatdan ishonchli ekanligini tasdiqlaydi, biroq shuni yodda tutish kerakki, eksponensial modellar uzoq muddatli prognozlarda real cheklovlarni (masalan, bozor to‘yinishi, infratuzilma sig‘imi) hisobga olmaydi, shu sababli 2026–2030 prognozlarini ehtiyotkorlik bilan, qo‘shimcha omillar (iqtisodiy, institutsional cheklovlar) bilan birga baholash tavsiya etiladi.

O‘tkazilgan tadqiqot yo‘lovchi tashish xizmatlarining turizm sohasini rivojlantirishdagi rolini statistik ma’lumotlar asosida tasdiqladi. Asosiy xulosalar quyidagicha jamlanishi mumkin: birinchidan, 2017–2025-yillar mobaynida yo‘lovchi tashish hajmining barqaror o‘sishi xorijiy turistlar oqimining jadal ko‘payishi bilan vaqt jihatidan mos kelmoqda; ikkinchidan, avtomobil transportining ustun mavqei saqlanib qolayotgan bo‘lsa-da, temir yo‘l va havo transportidagi sifat o‘zgarishlari aynan turistik talab yuqori bo‘lgan yo‘nalishlarga qaratilgan; uchinchidan, institutsional islohotlar (bruto-shartnoma tizimi, xalqaro marshrutlarning kengaytirilishi, tarif siyosatining yumshatilishi) transport-turizm integratsiyasini chuqurlashtirishga xizmat qilmoqda.

Yuqoridagilar asosida quyidagi amaliy tavsiyalar ishlab chiqildi:

1) tarixiy-madaniy turistik markazlar (Samarqand, Buxoro, Xiva, Termiz, Shahrisabz) o‘rtasida yuqori tezlikdagi temir yo‘l qatnovlari chastotasini yanada oshirish va mavsumiy qo‘shimcha reyslar joriy etish;

2) mintaqaviy aeroportlarning o‘tkazish qobiliyatini kengaytirish bilan bir qatorda, lokoster aviakompaniyalar uchun soliq va boj imtiyozlarini kengaytirish orqali ichki aviachiptalar narxini pasaytirish;

3) transport va turizm tashkilotlari o‘rtasida yagona raqamli platforma (masalan, mavjud Info.uztrans.uz tizimi asosida) yaratib, turistik marshrutlar va transport jadvallarini real vaqt rejimida muvofiqlashtirish;

4) xalqaro chegaradosh avtobus marshrutlari sonini ko‘paytirish va ularning sifat standartlarini xalqaro talablarga moslashtirish;

5) transport tizimining ekologik barqarorligini ta’minlash maqsadida elektr va gibrid avtobuslarning turistik yo‘nalishlardagi ulushini bosqichma-bosqich oshirish.

Ushbu tavsiyalarning amalga oshirilishi nafaqat yo‘lovchi tashish xizmatlari sifatini oshirishga, balki O‘zbekistonning xalqaro turizm bozoridagi raqobatbardoshligini mustahkamlashga ham xizmat qiladi.

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O‘ZBEKISTONDA INKLYUZIV TURIZMNI STRATEGIK RIVOJLANTIRISHDA HUDUDLARDA TURIZM INDUSTRIYASINI INTEGRALLASHGAN BAHOLASH METODIKASI

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Annotatsiya. *Maqolaning maqsadi O‘zbekiston hududlarida turizm industriyasini strategik rivojlantirishni baholash uchun integrallashgan metodik yondashuvni asoslash va uni Samarqand viloyati misolida sinovdan o‘tkazishdan iborat. Tadqiqotda rasmiy statistika, dissertatsion tahlil, ekspert baholash, normallashtirish, integral indekslash va ko‘p darajali strategik bog‘liqlikni aniqlash usullaridan foydalanildi. Muallif tomonidan taklif etilgan Turizm industriyasini strategik rivojlantirish indeksi (TSDI) resurs salohiyati, infratuzilma, institutsional muhit, raqamli transformatsiya va barqarorlik komponentlarini yagona baholash maydoniga birlashtiradi. Tourism Strategy Nexus (TSN) modeli esa global, milliy, hududiy, destinatsiya va korxona darajalaridagi strategiyalar o‘rtasidagi uzilish nuqtalarini aniqlashga xizmat qiladi. Natijalar O‘zbekiston bo‘yicha TSDI 0,571, Samarqand viloyati bo‘yicha 0,667, Samarqand shahri bo‘yicha 0,701 ekanini ko‘rsatdi. Tadqiqot xulosasiga ko‘ra, Samarqandda resurs va infratuzilma salohiyati yuqori bo‘lsa-da, barqarorlik, raqamli sotuv va qiymat zanjiri integratsiyasini kuchaytirish strategik ustuvorlik bo‘lib qolmoqda.*

Kalit so‘zlar: *strategik turizm, hududiy rivojlanish, TSDI, Tourism Strategy Nexus, Samarqand, barqaror turizm, raqamli transformatsiya.*

Abstract. *This article develops an integrated assessment framework for strategic regional tourism development in Uzbekistan and tests it using evidence from Samarkand. The study combines official statistics, dissertation-based empirical material, expert assessment, normalization, composite index construction and multi-level strategy diagnostics. The proposed Tourism Strategic Development Index (TSDI) integrates resource potential, infrastructure, institutional environment, digital transformation and sustainability into one analytical framework. The Tourism Strategy Nexus (TSN) model identifies weak links between global, national, regional, destination and firm-level strategies. The results show a TSDI value of 0.571 for Uzbekistan, 0.667 for Samarkand region and 0.701 for Samarkand city. The findings suggest that Samarkand has strong resource and infrastructure advantages, yet its long-term competitiveness depends on stronger sustainability governance, digital sales channels, destination management and*

Keywords: *strategic tourism, regional development, TSDI, Tourism Strategy Nexus, Samarkand, sustainable tourism, digital transformation. local value-chain integration.*

1. Introduction

Jahon turizm bozori pandemiyadan keyingi tiklanish bosqichidan raqobat, barqarorlik va raqamli transformatsiya bosqichiga o‘tdi. UN Tourism ma’lumotlariga ko‘ra, 2024-yilda xalqaro turistik kelishlar 1,4 mlrd darajaga yetib, turizm sektori inqirozgacha bo‘lgan hajmni tikladi (UN

Tourism, 2025). Biroq tiklanishning miqdoriy xarakteri turizm siyosatining sifati masalasini bekor qilmaydi: ko‘plab destinatsiyalarda infratuzilma yuklamasi, madaniy merosga bosim, mahalliy aholi manfaatlari va qisqa muddatli daromadlar o‘rtasidagi ziddiyatlar kuchaymoqda.

O‘zbekiston uchun turizm xizmatlar eksporti, hududiy bandlik, kichik biznes va xalqaro imijni mustahkamlashda strategik ahamiyatga ega. Dissertatsion tadqiqotda keltirilgan rasmiy statistikaga ko‘ra, 2024-yilda mamlakatda 743 ta turistik tashkilot 1 972,9 ming shaxsga xizmat ko‘rsatgan, 2 383 ta mehmonxona va shunga o‘xshash joylashtirish vositalarida 2 864,3 ming kishi joylashtirilgan (Turdibekov, 2026). Bu o‘sish turizm industriyasining tashkiliy-iqtisodiy mexanizmlarini chuqurroq baholashni talab qiladi.

Mavjud tadqiqotlarda ko‘pincha turistlar soni, mehmonxona quvvati yoki xizmatlar eksporti alohida ko‘rsatkich sifatida tahlil qilinadi. Bunday yondashuv strategik boshqaruv uchun yetarli emas, chunki hududiy raqobatbardoshlik resurs, infratuzilma, boshqaruv, raqamli xizmatlar va barqarorlik komponentlarining birgalikdagi ishlashiga bog‘liq. Shu bois maqolaning ilmiy muammosi quyidagicha qo‘yiladi: hududlarda turizm industriyasini strategik rivojlantirish qobiliyatini qanday kompleks o‘lchash va strategiyalar o‘rtasidagi uzilishlarni qanday aniqlash mumkin?

Maqolaning maqsadi TSDI va TSN modellariga asoslangan integrallashgan baholash metodikasini ishlab chiqish hamda O‘zbekiston, Samarqand viloyati va Samarqand shahri misolida dastlabki natijalarni ko‘rsatishdir. Maqola IMRAD mantiqiga muvofiq tuzilgan: kirish qismida muammo va tadqiqot savoli qo‘yiladi; metodlar bo‘limida indeks va diagnostika formulalari beriladi; natijalar bo‘limida hisob-kitoblar bayon etiladi; muhokamada esa boshqaruv va siyosat oqibatlari tahlil qilinadi.

2. Literature review and research gap

Turizm destinatsiyalarining raqobatbardoshligi bo‘yicha klassik nazariyalar turizmni resurslar yig‘indisi emas, balki boshqaruv, infratuzilma, xizmat sifati, bozor va institutsional muhit bilan bog‘liq kompleks tizim sifatida talqin qiladi. Butler (1980) turistik hududlarning hayotiy sikli modelida o‘sish, yetilish, stagnatsiya va yangilanish bosqichlari bir-biridan farq qilishini ko‘rsatadi. Ritchie va Crouch (2003) hamda Dwyer va Kim (2003) destinatsiya raqobatbardoshligini resurslar, yordamchi omillar, boshqaruv va talab sharoitlari uyg‘unligi orqali baholashni taklif qiladi.

OECD turizm siyosatida muvofiqlashtirilgan, kelajakka yo‘naltirilgan, barqaror va inklyuziv yondashuv zarurligini ta’kidlaydi (OECD, 2024). WEFning Travel and Tourism Development Index metodologiyasi ham turizmni biznes muhiti, xavfsizlik, infratuzilma, tabiiy-madaniy resurslar va barqarorlik ko‘rsatkichlari orqali baholaydi (WEF, 2024). Demak, xalqaro metodologiyada turizm rivojlanishi bir omilli emas, balki ko‘p o‘lchovli fenomen sifatida qaraladi.

O‘zbekiston bo‘yicha mavjud ilmiy ishlarda turizm xizmatlari bozori, destinatsiya menejmenti, klasterlashuv, ziyorat turizmi va hududiy turizm salohiyati masalalari keng yoritilgan. Biroq dissertatsion tahlil shuni ko‘rsatadiki, hududiy turizm strategiyasi bilan turistik tashkilotlar mahsuldorligi, raqamli transformatsiya, barqarorlik va qiymat zanjiri integratsiyasi o‘rtasidagi bog‘liqlik hali yetarli darajada formal modellashtirilmagan (Turdibekov, 2026). Shu jihatdan TSDI va TSN modellarining yangiligi shundaki, ular baholashni faqat statistik tasvir darajasida qoldirmaydi, balki boshqaruv qarorlariga aylantiriladigan diagnostika tizimini yaratadi.

3. Methods

Tadqiqot dizayni aralash metodga asoslandi. Birinchi bosqichda O‘zbekiston, Samarqand viloyati va Samarqand shahri bo‘yicha rasmiy statistik ma’lumotlar hamda dissertatsiyada tizimlashtirilgan tahliliy materiallar ajratildi. Ikkinchi bosqichda sifat ko‘rsatkichlari ekspert baholash orqali 1 dan 5 gacha ball shkalasida baholandi. Uchinchi bosqichda ballar 0–1 oralig‘iga normallashtirilib, integral indeks shakllantirildi. To‘rtinchi bosqichda TSN modeli orqali strategik uzilishlar talqin qilindi.

TSDI quyidagi formula asosida hisoblandi: $I_TSDI = \Sigma(w_j \times z_j)$, bu yerda $\Sigma w_j = 1$. Komponentning normallashtirilgan qiymati $z_j = (\bar{B}_j - 1) / 4$ formula orqali aniqlandi. $\bar{B}_j$ ekspertlarning o‘rtacha bahosini, w_j esa komponent vaznini bildiradi. Indeks tarkibi besh komponentdan iborat: resurs va turistik salohiyat, infratuzilma, institutsional muhit, innovatsiya va raqamli transformatsiya, barqarorlik.

TSN modeli strategiyalar o‘rtasidagi bog‘liqlikni baholash uchun qo‘llandi. Boshqaruv sathlari global, milliy, hududiy, destinatsiya va turistik korxona darajalariga ajratildi. Har bir sathda strategiya ta’siri, tashkiliy muvofiqlik va iqtisodiy samaradorlik koeffitsientlari baholandi. Model mantiqi shundan iboratki, strategiya maqsadi yuqori bo‘lsa ham, tashkiliy muvofiqlik yoki iqtisodiy natijadorlik past bo‘lsa, umumiy samaradorlik pasayadi.

Metodik cheklovlar ochiq ko‘rsatildi. Birinchidan, ekspert baholash subyektivlik xavfini to‘liq bartaraf eta olmaydi. Ikkinchidan, 2024-yil statistikasi kesim ma’lumot bo‘lgani uchun uzoq muddatli sabab-oqibat munosabatlarini to‘liq isbotlamaydi. Uchinchidan, indeks vaznlari ekspert tarkibiga sezgir. Shu sababli natijalar mutlaq baho emas, balki strategik diagnostika va qaror qabul qilish vositasi sifatida talqin qilinishi kerak.

1-jadval

TSDI komponentlari va metodik talqini

Komponent	Mazmuni	Vazn	Strategik talqin
Resurs salohiyati	Madaniy, tarixiy, tabiiy va ziyorat resurslari	0,24	Raqobat ustunligining boshlang‘ich manbai
Infratuzilma	Joylashtirish, transport, servis, sanitariya, axborot tizimi	0,22	Turistik oqimni qabul qilish quvvati
Institutsional muhit	DMO, DXSh, boshqaruv, KPI va koordinatsiya	0,18	Resursni iqtisodiy natijaga aylantiradi
Raqamli transformatsiya	Onlayn bron, QR-gid, elektron to‘lov va analitika	0,17	Uzoq bozorlar va qo‘shilgan qiymatga chiqish vositasi
Barqarorlik	Ekologik yuklama, meros muhofazasi, inklyuzivlik	0,19	Uzoq muddatli sifat va ijtimoiy qabul qilinish

4. Results

Hisob-kitoblar O‘zbekiston bo‘yicha TSDI 0,571, Samarqand viloyati bo‘yicha 0,667, Samarqand shahri bo‘yicha 0,701 ekanini ko‘rsatdi. Milliy darajadagi 57,1 ball o‘rta strategik tayyorlikni bildiradi: resurs bazasi keng, ammo raqamli transformatsiya, hududiy koordinatsiya va barqarorlik boshqaruvi indeksni yuqori toifaga olib chiqishga hali yetarli emas.

Samarqand viloyatining 66,7 ball bilan yuqori toifaga kirishi uning tarixiy-madaniy resurslari, mehmonxona infratuzilmasi, turistik tashkilotlar konsentratsiyasi va xalqaro tanilgan destinatsiya maqomi bilan izohlanadi. Dissertatsiya ma’lumotlariga ko‘ra, 2024-yilda viloyat respublikadagi turistik tashkilotlarning 19,4 foizini, mehmonxona va shunga o‘xshash joylashtirish ob’ektlarining 15,1 foizini, joylashtirilgan shaxslarning esa 15,0 foizini jamlagan (Turdibekov, 2026).

Samarqand shahri bo‘yicha 70,1 ball shahar ichida turistik oqim, servis, joylashtirish va madaniy meros yadrosi yuqori konsentratsiyalashganini bildiradi. Shu bilan birga, TSDI natijalarida barqarorlik komponenti eng zaif bo‘g‘in sifatida ajralib turadi. Bu shahar markazidagi turistik bosim, piyoda mobillik, ekologik yuklama, inklyuziv marshrutlar va mahalliy aholi manfaatlari masalasini strategik boshqaruv markaziga olib chiqadi.

TSN diagnostikasi shuni ko‘rsatdiki, O‘zbekiston turizm siyosatida milliy maqsadlar yuqori, ammo hududiy va korxona darajasida ijro hamda qiymat zanjiri integratsiyasi bir xil kuchda emas. Samarqandda resurs va infratuzilma kuchli bo‘lsa-da, turistik tashkilotlar mahsuldorligi, xalqaro B2B kanallar, CRM, raqamli bronlash va MICE paketlari bo‘yicha zaxira mavjud. Bu esa yangi subyektlar sonini ko‘paytirishdan ko‘ra mavjud subyektlar samaradorligini oshirishni ustuvor qiladi.

2-jadval

TSDI natijalari va boshqaruv xulosalari

Daraja	TSDI	Baholash	Boshqaruv xulosasi
O‘zbekiston	0,571	O‘rta	Raqamli transformatsiya, hududiy koordinatsiya va barqarorlikni kuchaytirish zarur.
Samarqand viloyati	0,667	Yuqori	Resurs va infratuzilma kuchli; qiymat zanjiri, DMO va mahsuldorlikni oshirish kerak.
Samarqand shahri	0,701	Yuqori	Destinatsiya yadrosi kuchli; barqarorlik, piyoda mobillik va yuklama monitoringi ustuvor.

5. Discussion

Natijalar turizm siyosatida “tashriflar sonini oshirish” mantiqidan “har bir tashrifdan yaratiladigan qiymatni oshirish” mantiqiga o‘tish zarurligini ko‘rsatadi. Turistlar sonining ko‘payishi qisqa muddatda ijobiy ko‘rinadi, lekin u qolish muddati, o‘rtacha xarajat, mahalliy biznes ulushi,

ekologik yuklama va madaniy meros muhofazasi bilan bog‘lanmasa, uzoq muddatli raqobatbardoshlikni kafolatlamaydi.

Samarqand misolida asosiy muammo resurs yetishmasligida emas, balki resursni integrallashgan turistik tajribaga aylantirishdadir. Registon, Shohi Zinda, Bibixonim, tarixiy markaz va “Silk Road Samarkand” kabi obyektlar kuchli brend yaratadi, ammo bu brend restoran, transport, gidlik, hunarmandchilik, kechki iqtisodiyot, raqamli gid va xalqaro bronlash kanallari bilan bog‘lanishi zarur. Aks holda turist qisqa vaqt qoladi va xarajat zanjiri tor doirada tugaydi.

Maqolada taklif etilgan TSDI davlat organlari uchun hududlarni strategik tayyorlik bo‘yicha solishtirish, past komponentlarni aniqlash va investitsiya ustuvorliklarini belgilash imkonini beradi. TSN modeli esa milliy strategiya, hududiy dastur, destinatsiya boshqaruvi va korxona mahsuldorligi o‘rtasidagi uzilishlarni ko‘rsatadi. Bu ikki model birgalikda qo‘llanganda turizm siyosati umumiy targ‘ibotdan dalillarga asoslangan boshqaruvga o‘tadi.

Amaliy siyosat nuqtai nazaridan to‘rtta yo‘nalish muhim. Birinchidan, Samarqandda DMO funksiyalarini kuchaytirish va KPI tizimini joriy etish kerak. Ikkinchidan, raqamli bronlash, CRM, online review management va ko‘p tilli kontent turistik tashkilotlar uchun majburiy raqobat vositasiga aylanishi lozim. Uchinchidan, “Entertainment district” kabi xizmat klasterlari turist xarajatlarini mahalliy biznesda ushlab qolishga yordam beradi. To‘rtinchidan, barqarorlik ko‘rsatkichlari - yuklama, chiqindi, piyoda oqimi va rezidentlar qoniqishi - oddiy qo‘shimcha emas, balki strategik KPI sifatida belgilanishi kerak.

Xalqaro jurnallar talabi nuqtai nazaridan maqolaning kuchli tomoni metodik yangilik va hududiy empirik sinovning mavjudligidir. Shu bilan birga, keyingi bosqichda maqolani yuqori impaktli jurnalga yuborish uchun kamida uchta kuchaytirish zarur: xom ekspert baholari bo‘yicha ishonchlilik statistikasi, 2018-2024-yillar panel ma’lumotlari asosida sezgirlik tahlili va indeks natijalarini iqtisodiy natijalar, masalan turizm eksporti yoki joylashtirish daromadlari bilan regressiya orqali tekshirish. Bu qo‘shimchalar maqolaning ilmiy dalillash darajasini sezilarli oshiradi.

6. Conclusion and policy implications

Tadqiqot O‘zbekiston hududlarida turizm industriyasini strategik rivojlantirishni baholash uchun TSDI va TSN modellariga asoslangan integrallashgan metodik yondashuvni taklif etdi. Natijalar shuni ko‘rsatadiki, Samarqand viloyati va Samarqand shahri resurs hamda infratuzilma bo‘yicha yuqori tayyorlikka ega, biroq institutsional muvofiqlik, raqamli transformatsiya, turistik tashkilotlar mahsuldorligi va barqarorlik boshqaruvi bo‘yicha muhim zaxiralar saqlanib qolmoqda.

Asosiy ilmiy xulosa shundan iboratki, hududiy turizm strategiyasi oddiy resurs inventarizatsiyasi yoki reklama kampaniyasi emas, balki resurs, infratuzilma, institutsiya, raqamli platforma, mahalliy biznes va barqarorlik ko‘rsatkichlarini birlashtiruvchi boshqaruv siklidir. Shu bois TSDI strategik tayyorlikni o‘lchash, TSN esa strategiyalar o‘rtasidagi uzilishlarni aniqlash vositasi sifatida qo‘llanishi mumkin.

Siyosiy-amaliy tavsiyalar quyidagicha: Samarqandda turistik oqimni faqat tarixiy markazda to‘plash o‘rniga tumanlar, ziyorat maskanlari, qishloq turizmi va hunarmandchilik klasterlariga yo‘naltirish; turistik tashkilotlar uchun raqamli savdo va servis standartlarini kuchaytirish; “Entertainment district” modelini bosh rejalarga kiritish; barqarorlik indikatorlarini majburiy monitoring tizimiga aylantirish; ekspert baholashni ochiq metodika va yillik qayta hisoblash orqali institutsionallashtirish.

Kelgusidagi tadqiqotlar TSDI indeksining statistik barqarorligini kengroq hududlar paneli, alternativ vaznlar, AHP yoki entropy weighting usullari hamda ekonometrik modellar orqali tekshirishi lozim. Shunda metodika nafaqat dissertatsion taklif, balki hududiy turizm siyosatida real qaror qabul qilish platformasiga aylanishi mumkin.

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INCLUSIVE TOURISM EVENTS AS A DRIVER OF DESTINATION COMPETITIVENESS AND VISITOR SATISFACTION

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Annotatsiya. *Maqolada turizmda ommaviy tadbirlar samaradorligini oshirish masalasi hududiy rivojlanish, turistik talabni boshqarish, mahalliy iqtisodiyotda qo‘shimcha qiymat yaratish va barqarorlik mezonlari bilan bog‘liq holda tadqiq etilgan. Tadqiqotning ilmiy muammosi shundaki, amaliyotda ommaviy tadbirlar ko‘pincha ishtirokchilar soni, tashkiliy ko‘lam yoki media qamrovi bilan baholanadi, biroq ularning hududiy turizm tizimiga uzoq muddatli ta’siri, xizmatlar zanjiriga qo‘shgan hissasi, mahalliy aholi manfaati va ekologik oqibatlari yetarli darajada o‘lchanmaydi. Maqolada event tourism, event leverage va event portfolio nazariyalari asosida ommaviy tadbirlar samaradorligini baholashning integral metodik yondashuvi taklif etilgan. Metodologiya tizimli tahlil, qiyosiy tahlil, ko‘rsatkichlar tizimini shakllantirish va tashkiliy-iqtisodiy modellashtirishga asoslanadi. Natijada ommaviy tadbirlarni rejalashtirish, moliyalashtirish, raqamli monitoring, mahalliy biznes integratsiyasi va post-tadbir audit orqali boshqarish bo‘yicha ilmiy-amaliy tavsiyalar ishlab chiqildi.*

Kalit so‘zlar: *ommaviy tadbirlar, event tourism, turizm samaradorligi, tadbirlar portfeli, hudud brendi, barqaror turizm, raqamli monitoring, mahalliy iqtisodiyot.*

1. Kirish

Zamonaviy turizmda ommaviy tadbirlar hududiy raqobatbardoshlikni kuchaytirish, mavsumiy talabni yumshatish, turistik mahsulotni diversifikatsiya qilish va mahalliy iqtisodiyotda qo‘shimcha qiymat yaratishning muhim vositasiga aylanmoqda. Festivallar, xalqaro forumlar, sport musobaqalari, gastronomik bayramlar, hunarmandchilik yarmarkalari va madaniy anjumanlar turistni muayyan vaqt va makonga jalb qiladigan “sababli tashrif”ni shakllantiradi. Bu jihatdan ommaviy tadbirlar oddiy ko‘ngilochar dastur emas, balki hududni bozorda pozitsiyalash, turistik oqimni boshqarish va xizmatlar zanjirini faollashtirish instrumenti hisoblanadi.

Ilmiy adabiyotlarda “event tourism” tushunchasi tadbirlar orqali turistik talabni shakllantirish va ularning turizm tizimiga ta’sirini o‘rganuvchi mustaqil tadqiqot sohasi sifatida qaraladi. Getz tadbirlar turizmini ham amaliy faoliyat, ham ilmiy tadqiqot maydoni sifatida asoslagan; keyingi tadqiqotlarda esa tadbirlardan strategik foydalanish, tadbirlar portfeli va tadbirlarning hududiy rivojlanishdagi roli keng muhokama qilingan [1; 2; 3]. Bu nazariy asoslar ommaviy tadbir samaradorligini faqat tashrif buyuruvchilar soni bilan emas, balki iqtisodiy, ijtimoiy-madaniy, institutsional va ekologik natijalar majmuasi bilan baholash zarurligini ko‘rsatadi.

Jahon turizmi pandemiyadan keyingi tiklanish bosqichidan yangi raqobat bosqichiga o‘tmoqda. UN Tourism ma’lumotlariga ko‘ra, 2024 yilda xalqaro turistik tashriflar hajmi 1,4 mlrd atrofida qayd etilib, sektor pandemiyadan oldingi darajaga yaqinlashgan [7]. OECD hisobotida esa turizm siyosatida barqaror, inklyuziv va dalillarga asoslangan boshqaruvga ehtiyoj ortib borayotgani ta’kidlanadi [6]. Demak, ommaviy tadbirlar ham faqat reklama yoki madaniy namoyish emas, balki dalillarga asoslangan turizm siyosati qismi sifatida baholanishi lozim.

O‘zbekiston sharoitida mazkur masala ayniqsa dolzarb. Milliy statistika qo‘mitasi ma’lumotlariga ko‘ra, 2024 yilda mamlakatga turizm maqsadida kelgan xorijiy fuqarolar safarlari 7 957,2 mingtani tashkil etgan; shu bilan birga respublikada 743 ta turistik kompaniya va tashkilot, 2 383 ta mehmonxona va shunga o‘xshash joylashtirish vositalari faoliyat yuritgan [10]. Bu ma’lumotlar ommaviy tadbirlar orqali mavjud turistik infratuzilmadan samaraliroq foydalanish imkoniyati borligini ko‘rsatadi. Biroq bunday imkoniyat avtomatik ravishda iqtisodiy samaraga aylanmaydi; u strategik rejalashtirish, mahsulotlashtirish, marketing, raqamli hisob va post-tadbir baholashni talab qiladi.

Tadqiqot muammosi quyidagicha ifodalanadi: turizmda ommaviy tadbirlar ko‘p hollarda tashkiliy tadbir sifatida o‘tkaziladi, ammo ularning turistik mahsulot, hudud brendi, mahalliy biznes va barqaror rivojlanishga ta’siri yetarli darajada rejalashtirilmaydi va o‘lchanmaydi. Natijada sarflangan byudjet, jalb etilgan resurslar va real iqtisodiy natijalar o‘rtasidagi bog‘liqlik noaniq qoladi. Shu sababli ommaviy tadbirlar samaradorligini oshirish uchun ilmiy asoslangan baholash mezonlari va tashkiliy-iqtisodiy mexanizm zarur.

Maqolaning maqsadi — turizmda ommaviy tadbirlar samaradorligini oshirishga qaratilgan ilmiy-uslubiy yondashuvni ishlab chiqish va uni iqtisodiy, ijtimoiy-madaniy, ekologik hamda boshqaruv ko‘rsatkichlari asosida asoslashdan iborat. Maqsadga erishish uchun quyidagi vazifalar belgilandi: ommaviy tadbirlar samaradorligining nazariy asoslarini tahlil qilish; baholash indikatorlarini tizimlashtirish; tadbirlar portfeli va tadbirlardan strategik foydalanish yondashuvlarini turizm amaliyotiga moslashtirish; O‘zbekiston sharoitida qo‘llash mumkin bo‘lgan amaliy mexanizmlarni shakllantirish.

2. Adabiyotlar tahlili va nazariy asos

Ommaviy tadbirlar turizmi bo‘yicha adabiyotlarni shartli ravishda to‘rt yo‘nalishga ajratish mumkin. Birinchi yo‘nalish tadbirlar turizmining mohiyati, klassifikatsiyasi va turistik talabni shakllantirish funksiyasini o‘rganadi. Getz tomonidan taklif etilgan yondashuvda tadbir turistning safar motivatsiyasi, destinatsiyaning imiji va turistik mahsulot tarkibini o‘zgartiruvchi omil sifatida talqin qilinadi [1]. Bu yondashuv ommaviy tadbirlarni hudud brendi va turistik talabni boshqarish bilan bog‘lash imkonini beradi.

Ikkinchi yo‘nalish tadbirlardan strategik foydalanish, ya’ni event leverage konsepsiyasidir. Chalip fikricha, tadbirning qiymati uning o‘zida emas, balki tadbir orqali qo‘shimcha iqtisodiy, ijtimoiy va marketing natijalarini qanday faollashtirishda namoyon bo‘ladi [4]. Bu yondashuv ommaviy tadbirlardan keyin ham davom etadigan biznes aloqalar, qayta tashrif, brend xotirasi, mahalliy mahsulot sotuvi va investitsiya signallari kabi natijalarni hisobga olishni talab qiladi.

Uchinchi yo‘nalish event portfolio, ya’ni tadbirlar portfeli nazariyasidir. Ziakas tadbirlarni alohida-alohida emas, balki hududiy siyosat maqsadlariga xizmat qiluvchi o‘zaro bog‘langan tizim sifatida boshqarish zarurligini ta’kidlaydi [3]. Bu yondashuvda yil davomidagi tadbirlar madaniy, sport, gastronomik, biznes va mahalliy jamoa tadbirlarini qamrab olgan holda muvofiqlashtiriladi. Natijada tadbirlar mavsumiylikni yumshatish, turli segmentlarni jalb qilish va hudud brendini kompleks shakllantirishga xizmat qiladi.

To‘rtinchi yo‘nalish barqaror tadbirlar va destinatsiya boshqaruvi bilan bog‘liq. ISO 20121:2024 standarti tadbirlarni rejalashtirish va o‘tkazishda iqtisodiy, ijtimoiy va ekologik ta’sirlarni birgalikda hisobga olishni nazarda tutadi [8]. GSTC destinatsiya mezonlari esa barqaror boshqaruv, ijtimoiy-iqtisodiy ta’sir, madaniy ta’sir va ekologik ta’sirni turizm destinatsiyalari uchun

asosiy ustunlar sifatida belgilaydi [9]. Bu hujjatlar ommaviy tadbirlar samaradorligini baholashda faqat qisqa muddatli daromad emas, balki barqarorlik va manfaatdor tomonlar qoniqishini ham hisobga olish zarurligini ko‘rsatadi.

Mavjud adabiyotlar tahlili shunday xulosaga olib keladi: ommaviy tadbirlar samaradorligi ko‘p o‘lchamli, tizimli va vaqt bo‘yicha kechikkan natijalarga ega jarayondir. Shuning uchun samaradorlikni “tadbir kunidagi ishtirokchilar soni” bilan cheklash ilmiy jihatdan noto‘g‘ri. To‘g‘ri yondashuvda tadbirgacha bo‘lgan tayyorgarlik, tadbir davomidagi boshqaruv va tadbirdan keyingi baholash bir butun sikl sifatida qaralishi kerak.

1-jadval. Ommaviy tadbirlar samaradorligini o‘rganishda asosiy nazariy yondashuvlar

Yondashuv	Ilmiy mazmuni	Tadqiqotdagi ahamiyati
Event tourism	Tadbirni turistik talab va destinatsiya imijini shakllantiruvchi omil sifatida talqin qiladi.	Ommaviy tadbirni turistik mahsulot va safar motivatsiyasi bilan bog‘lash imkonini beradi.
Event leverage	Tadbirdan qo‘shimcha iqtisodiy, marketing va ijtimoiy natijalar olishni nazarda tutadi.	Tadbirni bir martalik xarajat emas, strategik resurs sifatida baholashga xizmat qiladi.
Event portfolio	Turli tadbirlarni yillik portfel va hududiy siyosat instrumenti sifatida muvofiqlashtiradi.	Mavsumiylikni yumshatish va turli turistik segmentlarni qamrab olishga asos bo‘ladi.
Sustainable event management	Tadbirlarda iqtisodiy, ijtimoiy va ekologik ta’sirlarni birgalikda boshqarishni talab qiladi.	Samaradorlikni barqarorlik, mahalliy aholi manfaati va resurs tejamkorligi bilan bog‘laydi.

1-jadval tahlili shuni ko‘rsatadiki, ommaviy tadbirlar samaradorligini ilmiy baholashda yagona nazariya yetarli emas. Event tourism tadbirning turistik talabga ta’sirini tushuntirsa, event leverage tadbirdan qo‘shimcha natijalar olish shartlarini ochadi; event portfolio esa alohida tadbirlar o‘rtasidagi strategik bog‘liqlikni ta’minlaydi. Barqaror tadbirlar yondashuvi mazkur uchta yo‘nalishni ijtimoiy va ekologik mas’uliyat bilan to‘ldiradi. Demak, maqoladagi metodik yondashuv aynan ushbu to‘rt nazariy asos sinteziga tayanadi.

3. Metodologiya

Tadqiqot IMRAD talablari asosida tashkil etildi. Kirish qismida muammo, maqsad va vazifalar belgilandi; metodologiya qismida qo‘llanilgan tahlil usullari va baholash mantig‘i ochib berildi; natijalar qismida ommaviy tadbirlar samaradorligini oshirish ko‘rsatkichlari va mexanizmlari shakllantirildi; muhokama qismida taklif etilgan yondashuvning afzalliklari, cheklovlari va amaliyotga tatbiq etish shartlari baholandi.

Tadqiqot turi bo‘yicha maqola konseptual-metodologik tahlil hisoblanadi. Unda yangi empirik so‘rov o‘tkazilmagan, shuning uchun natijalar tayyor statistik xulosa sifatida emas, balki ommaviy tadbirlar samaradorligini baholash va boshqarishda qo‘llanishi mumkin bo‘lgan ilmiy-uslubiy taklif sifatida berildi. Manba bazasini event tourism bo‘yicha ilmiy maqolalar, xalqaro tashkilotlar hisobotlari, barqaror tadbirlar standartlari va O‘zbekiston Respublikasi Milliy statistika qo‘mitasining rasmiy ma’lumotlari tashkil etdi.

Metodologik jihatdan tadqiqotda to‘rt bosqichli yondashuv qo‘llanildi. Birinchi bosqichda ommaviy tadbirlarning turizm tizimiga ta’sir kanallari aniqlandi. Ikkinchi bosqichda samaradorlikni baholash indikatorlari iqtisodiy, turistik, ijtimoiy-madaniy, ekologik va boshqaruv bloklariga ajratildi.

Uchinchi bosqichda tadbirlar portfeli va mahalliy biznes integratsiyasi asosida tashkiliy-iqtisodiy mexanizm shakllantirildi. To‘rtinchi bosqichda ushbu mexanizmning amaliy qo‘llanish shartlari va ehtimoliy xavflari baholandi.

Samaradorlikni baholashda “natija — ta’sir — barqarorlik” mantig‘i qabul qilindi. Natija tadbirning bevosita ko‘rsatkichlarini, masalan, tashriflar, chipta sotuvi, mehmonxona bandligi va xizmatlar hajmini ifodalaydi. Ta’sir tadbir tufayli yuzaga kelgan kengroq iqtisodiy va ijtimoiy o‘zgarishlarni, masalan, mahalliy biznes daromadi, brend tanilishi va qayta tashrif niyatini qamrab oladi. Barqarorlik esa tadbirning resurslar, muhit, mahalliy aholi va madaniy merosga ta’sirini baholaydi.

Metodologik cheklovlar ham mavjud. Birinchidan, maqolada taklif etilgan ko‘rsatkichlar universal model sifatida emas, balki hudud xususiyatlariga moslashtiriladigan metodik asos sifatida qaralishi lozim. Ikkinchidan, ayrim ko‘rsatkichlar, xususan turistik xarajatlar, qayta tashrif niyati va aholi qoniqishi maxsus so‘rov yoki raqamli ma’lumotlar yig‘ishni talab qiladi. Uchinchidan, ommaviy tadbirlar ta’sirini boshqa omillardan ajratish metodik jihatdan murakkab: masalan, turistik oqim o‘sishi tadbir, mavsum, valyuta kursi, transport qulayligi yoki reklama kampaniyasi ta’sirida bir vaqtning o‘zida yuzaga kelishi mumkin.

4. Natijalar

4.1. Ommaviy tadbirlar samaradorligining baholash bloklari

Tadqiqot natijasida ommaviy tadbirlar samaradorligini baholash uchun besh blokdan iborat ko‘rsatkichlar tizimi taklif etildi: iqtisodiy samara, turistik samara, ijtimoiy-madaniy samara, ekologik samara va boshqaruv samarasi. Bunday tasnif tadbirni faqat tashkilotchilik jarayoni sifatida emas, balki hududiy turizm tizimiga ta’sir etuvchi ko‘p komponentli ob’ekt sifatida baholash imkonini beradi.

Iqtisodiy samara tadbir orqali yaratilgan qo‘shimcha daromadni ifodalaydi. U chipta tushumi bilan cheklanmaydi; mehmonxona, ovqatlanish, transport, gidlik, hunarmandchilik, chakana savdo va texnik xizmatlar zanjirida yaratilgan qo‘shimcha qiymatni ham qamrab olishi kerak. Bu yerda asosiy masala — tadbirga kelgan mehmonning hududda qancha vaqt qolishi va qancha xarajat qilishi hisoblanadi.

Turistik samara tadbirning turistik oqimga ta’sirini ko‘rsatadi. Unda tashrif buyuruvchilar sonidan tashqari, ularning tarkibi, ya’ni mahalliy aholi, ichki turistlar va xorijiy turistlar ulushi alohida ajratilishi kerak. Agar tadbir ishtirokchilari asosan mahalliy aholidan iborat bo‘lsa, bunday tadbir ijtimoiy-madaniy qiymatga ega bo‘lishi mumkin, ammo uning turistik samarasi cheklangan bo‘ladi.

Ijtimoiy-madaniy samara mahalliy aholi qoniqishi, madaniy merosga ehtirom, autentik kontent ulushi va jamoaviy ishtirok darajasi bilan baholanadi. Madaniy tadbirlar turizmni rivojlantirish uchun muhim, lekin ular sun’iy sahnalashtirish va tijoratlashuv xavfiga ham ega. Shuning uchun mahalliy jamoa tadbirni faqat tomoshabin emas, balki hammuallif sifatida shakllantirishi zarur.

Ekologik samara ommaviy tadbirning resurslar va muhitga ta’sirini baholaydi. Katta oqimlar chiqindi, suv, energiya, transport emissiyalari va jamoat joylariga yuklamani oshiradi. ISO 20121:2024 standarti tadbirlarda iqtisodiy, ijtimoiy va ekologik ta’sirlarni tizimli boshqarishni talab qilgani uchun ekologik ko‘rsatkichlarni baholash samaradorlikning ajralmas qismi hisoblanadi [8].

Boshqaruv samarasi tadbirning rejalashtirish sifati, manfaatdor tomonlar muvofiqlashuvi, raqamli monitoring, xavfsizlik, moliyaviy shaffoflik va post-tadbir hisoboti bilan baholanadi. Amalda aynan boshqaruv sifati boshqa samaralarning yuzaga chiqishini ta’minlaydi: strategiyasiz tadbir — xarajat, integratsiya qilingan tadbir esa turistik aktivdir.

2-jadval. Ommaviy tadbirlar samaradorligini baholash indikatorlari

Baholash bloki	Asosiy indikatorlar	Ilmiy talqin
Iqtisodiy samara	turistik xarajatlar, mahalliy biznes tushumi, xususiy mablag‘ ulushi	Tadbir hudud iqtisodiyotida qanday qo‘shimcha qiymat qoldirganini ko‘rsatadi.
Turistik samara	tashriflar tarkibi, mehmonxona bandligi, qayta tashrif niyati	Tadbirning haqiqiy turistik oqim va destinatsiya jozibadorligiga ta’sirini baholaydi.
Ijtimoiy-madaniy samara	aholi qoniqishi, mahalliy kontent ulushi, jamoa ishtiroki	Tadbirning mahalliy identichlik, madaniy meros va ijtimoiy qabul qilinishiga ta’sirini ochadi.
Ekologik samara	chiqindi hajmi, suv-energiya sarfi, transport yuklamasi	Tadbirning barqarorlik talablariga muvofiqligini baholaydi.
Boshqaruv samarasi	KPI mavjudligi, raqamli monitoring, post-tadbir hisoboti	Qaror qabul qilishni dalillarga asoslash va keyingi tadbirlarni takomillashtirish imkonini beradi.

2-jadval tahlilidan ko‘rinadiki, ommaviy tadbirlar samaradorligi faqat iqtisodiy ko‘rsatkichlar bilan cheklanmasligi lozim. Iqtisodiy natija zarur, ammo yetarli shart emas. Agar tadbir mahalliy aholining noroziligini kuchaytirsa, madaniy autentiklikni pasaytirsa yoki ekologik yuklamani oshirsa, uni yuqori samarali deb baholash ilmiy jihatdan asosli bo‘lmaydi. Shu sababli jadvalda iqtisodiy, turistik, ijtimoiy-madaniy, ekologik va boshqaruv bloklari bir-birini to‘ldiruvchi tizim sifatida berilgan.

4.2. Tadbirni turistik mahsulotga aylantirish shartlari

Ommaviy tadbirning turistik samarasi tadbir dasturining o‘zi bilan emas, balki uning xizmatlar zanjiriga qanday ulangani bilan belgilanadi. Amaliyotda ko‘p tadbirlar yuqori tashkiliy darajada o‘tkazilsa-da, ular turoperatorlar, mehmonxonalar, transport operatorlari, restoranlar, gidlar va mahalliy hunarmandlar bilan yetarli bog‘lanmagan bo‘ladi. Bunday holatda tadbir qisqa muddatli madaniy voqea sifatida qoladi va hudud iqtisodiyotida multiplikativ samara hosil qilmaydi.

Tadbirni turistik mahsulotga aylantirish uchun kamida besh shart bajarilishi lozim. Birinchisi, tadbir hudud brendi bilan aniq bog‘lanishi kerak. Masalan, tarixiy shaharlarda tadbir meros, madaniyat va xalqaro muloqot obrazi bilan, tog‘li hududlarda esa ekoturizm, sport va rekreatsiya obrazi bilan uyg‘unlashtirilishi mumkin. Ikkinchisi, tadbir atrofida bron qilinadigan tayyor turistik paketlar yaratilishi zarur. Uchinchisi, raqamli platformada chipta, mehmonxona, transport va marshrut ma’lumotlari birlashtirilishi kerak. To‘rtinchisi, mahalliy biznes ishtirokining oldindan kelishilgan mexanizmi bo‘lishi lozim. Beshinchisi, tadbirdan keyin majburiy natija auditi o‘tkazilishi kerak.

Mahalliy biznes integratsiyasi ommaviy tadbirlar samaradorligining markaziy shartidir. Agar tadbir uchun texnik xizmatlar, savdo, ovqatlanish va suvenir mahsulotlari asosan tashqi pudratchilar orqali tashkil etilsa, iqtisodiy daromadning katta qismi hududdan tashqariga chiqib ketishi mumkin.

Bu holat iqtisodiy adabiyotlarda leakage, ya'ni daromadning mahalliy iqtisodiyotda qolmasligi sifatida tavsiflanadi. Shuning uchun tadbirlar siyosatida mahalliy kichik biznes, hunarmandlar va xizmat ko‘rsatuvchilar uchun kvota, elektron katalog va savdo joylari mexanizmini belgilash maqsadga muvofiq.

Raqamli monitoring ham muhim ahamiyatga ega. Ommaviy tadbirlarda ishtirokchilar soni ko‘pincha taxminiy hisoblanadi; turistlar va mahalliy aholi ajratilmaydi; turistik xarajatlar yoki qoniqish darajasi o‘lchanmaydi. Bu esa keyingi qarorlarni sub'ektiv baholashga olib keladi. QR-ro‘yxatdan o‘tish, elektron chipta, onlayn so‘rov, mehmonxona bronlari dinamikasi, transport oqimi va ijtimoiy tarmoq tahlili orqali tadbir samaradorligi haqida ishonchliroq ma'lumot olish mumkin. Biroq shaxsiy ma'lumotlar bilan ishlashda anonimlashtirish va ma'lumot xavfsizligi talablari qat'iy saqlanishi shart.

O‘zbekistonda ommaviy tadbirlar orqali turistik mahsulotni kuchaytirish uchun statistik asoslar mavjud. 2024 yilda mamlakatda 2 383 ta mehmonxona va shunga o‘xshash joylashtirish vositalari, 79 469 ta o‘rin mavjud bo‘lgani ommaviy tadbirlarni xizmatlar zanjiri bilan bog‘lash uchun infratuzilmaviy imkoniyat borligini ko‘rsatadi [10]. Shu bilan birga, tashriflar tarkibida dam olish va rekreatsiya ulushini oshirish zarurati tadbirlar turizmini diversifikatsiya instrumenti sifatida qo‘llashni talab etadi.

4.3. Tashkiliy-iqtisodiy mexanizm

Tadqiqot natijasida ommaviy tadbirlar samaradorligini oshirishning tashkiliy-iqtisodiy mexanizmi besh funksional yo‘nalishda ifodalandi: strategik rejalashtirish, moliyaviy model, xizmatlar zanjiri integratsiyasi, raqamli boshqaruv va barqarorlik auditi. Ushbu yo‘nalishlar o‘zaro bog‘liq bo‘lib, ulardan birining zaifligi umumiy samaradorlikni pasaytiradi.

Strategik rejalashtirish tadbirlar taqvimini hududiy turizm strategiyasi bilan bog‘lashni anglatadi. Har bir tadbir uchun maqsadli auditoriya, asosiy KPI, byudjet manbai, xizmatlar zanjiri, xavfsizlik rejasi va post-tadbir hisobot formati oldindan belgilanishi kerak. Bu jarayon destinatsiya menejmenti tashkiloti, hokimlik, turizm boshqarmalari va xususiy sektor ishtirokida amalga oshirilishi maqsadga muvofiq.

Moliyaviy model davlat byudjetiga to‘liq tayanish amaliyotini cheklashi lozim. Davlat mablag‘i infratuzilma, xavfsizlik, jamoat tartibi va ijtimoiy-madaniy maqsadlar uchun zarur bo‘lishi mumkin, ammo tadbirning tijorat qismi xususiy sektor, homiylik, chipta, yarmarka ijarasi va xizmatlar paketi orqali moliyalashtirilishi kerak. Bu yondashuv byudjet yukini kamaytiradi va tashkilotchilarni natijaga yo‘naltiradi.

Xizmatlar zanjiri integratsiyasi tadbirni turistik bozorga kiritishning asosiy shartidir. Bunda turoperatorlar tadbir paketlarini shakllantiradi, mehmonxonalar maxsus tariflar taklif qiladi, transport operatorlari qulay harakat sxemalarini belgilaydi, restoranlar va hunarmandlar esa tadbir tematikasiga mos mahsulot yaratadi. Mazkur mexanizmsiz tadbirning iqtisodiy effekti tarqoq va o‘lchanmaydigan bo‘lib qoladi.

Barqarorlik auditi tadbirdan oldin, tadbir davomida va tadbirdan keyin ekologik va ijtimoiy mezonlarni tekshirishni anglatadi. Bunda chiqindini yig‘ish va saralash, suv va energiya sarfi, jamoat transportidan foydalanish, nogironligi bo‘lgan shaxslar uchun qulaylik, mahalliy aholiga ta'sir va madaniy meros ob'ektlarini muhofaza qilish kabi masalalar hisobga olinadi. ISO 20121:2024 standartining mantig‘i aynan shunday tizimli boshqaruvni talab qiladi [8].

3-jadval. Ommaviy tadbirlar samaradorligini oshirish mexanizmi

Yo‘nalish	Asosiy mexanizm	Kutiladigan natija
Strategik rejalashtirish	tadbirlar taqvimini hududiy turizm strategiyasi va KPI bilan bog‘lash	tadbirlarning maqsadliligi va hisobdorligi ortadi
Moliyaviy model	davlat-xususiy sheriklik, homiylik, chipta va xizmatlar paketi	byudjet yuki kamayadi, xususiy sektor manfaatdorligi kuchayadi
Xizmatlar zanjiri	mehmonxona, transport, gid, restoran va hunarmandlarni integratsiya qilish	mahalliy iqtisodiyotda qo‘shimcha qiymat qoladi
Raqamli boshqaruv	QR-ro‘yxat, elektron chipta, onlayn so‘rov va web-analitika	ishonchli ma’lumotlar asosida qaror qabul qilinadi
Barqarorlik auditi	ekologik, ijtimoiy va madaniy ta’sirlarni tadbirdan keyin baholash	salbiy ta’sirlar kamayadi, tadbir sifati oshadi

3-jadval tahlili ommaviy tadbirlar samaradorligini oshirishda bir martalik chora emas, balki boshqaruv tizimi zarurligini ko‘rsatadi. Masalan, raqamli monitoring mavjud bo‘lmasa, KPI formal ko‘rsatkichga aylanadi; mahalliy biznes integratsiyasi bo‘lmasa, iqtisodiy samara hududda to‘liq qolmaydi; barqarorlik auditi bo‘lmasa, tadbirlar uzoq muddatda aholi noroziligi yoki ekologik yuklama keltirib chiqarishi mumkin. Shuning uchun jadvaldagi besh yo‘nalish birgalikda amal qilgandagina ommaviy tadbirlar turizmni rivojlantirishning haqiqiy instrumentiga aylanadi.

5. Muhokama

Taklif etilgan yondashuv ommaviy tadbirlarni turizm siyosatidagi ikkinchi darajali tashkiliy element emas, balki destinatsiyani strategik boshqarish vositasi sifatida ko‘rishga asoslanadi. Bu yerda muhim masala — tadbirni “ko‘proq odam yig‘ish” maqsadi bilan emas, “ko‘proq qo‘shimcha qiymat yaratish” maqsadi bilan rejalashtirishdir. Ishtirokchilar soni yuqori bo‘lgan tadbir ham, agar u turistik xarajatlar, mehmonxona bandligi, mahalliy biznes daromadi va brend ta’siriga aylanmasa, turizm nuqtai nazaridan past samarali bo‘lishi mumkin.

Ommaviy tadbirlarning iqtisodiy samarasi bevosita va bilvosita ta’sirlar orqali yuzaga chiqadi. Bevosita ta’sir chipta, ijara, savdo va xizmatlardan tushgan daromadda ko‘rinadi. Bilvosita ta’sir esa tadbir tufayli hududga kelgan turistlarning qo‘shimcha xarajatlari, media orqali shakllangan brend xabardorligi, keyingi tashriflar va biznes aloqalarda namoyon bo‘ladi. Muammo shundaki, bilvosita ta’sirni o‘lchash ancha murakkab. Shu sababli post-tadbir auditda faqat moliyaviy hisobot emas, balki so‘rov, raqamli analitika va mahalliy biznes ma’lumotlarini birlashtirish kerak.

Ijtimoiy-madaniy jihatdan ommaviy tadbirlar ikki xil natija berishi mumkin. To‘g‘ri tashkil etilgan tadbir mahalliy madaniyatni targ‘ib qiladi, jamoaviy ishtirokni kuchaytiradi va hududga nisbatan faxr hissini oshiradi. Noto‘g‘ri tashkil etilgan tadbir esa madaniy merosni sahnalashtirilgan, autentiklikdan uzilgan va mahalliy aholi uchun noqulay tijorat ob’ektiga aylantirishi mumkin. Shuning uchun madaniy tadbirlarda mahalliy aholi, san’atkorlar, hunarmandlar va jamoa institutlari qaror qabul qilish jarayoniga jalb etilishi shart.

Ekologik nuqtai nazardan ommaviy tadbirlarning xavfi yuqori. Turistlarning katta oqimi chiqindi hajmi, transport tirbandligi, suv va energiya sarfi, sanitariya yuklamasi va jamoat joylari degradatsiyasini kuchaytirishi mumkin. Agar bu ko‘rsatkichlar oldindan rejalashtirilmasa, qisqa muddatli turistik daromad uzoq muddatli ekologik va ijtimoiy xarajatlar hisobiga olinadi. Shu bois barqaror tadbirlar standarti, yashil xaridlar, chiqindini saralash, jamoat transportini rag‘batlantirish va ishtirokchilarga ekologik axborot berish mexanizmlari zarur.

O‘zbekiston sharoitida ommaviy tadbirlar samaradorligini oshirishda Samarqand, Buxoro, Xiva, Toshkent, Qo‘qon, Shahrisabz kabi shaharlar yuqori salohiyatga ega. Biroq har bir hudud bir xil tadbir formatini ko‘chirmasligi kerak. Samarqandda xalqaro forumlar, tarixiy-madaniy festivallar va gastronomik tadbirlar; Buxoroda hunarmandchilik va meros festivallari; Xivada autentik madaniy tajriba; Toshkentda biznes, sport va kreativ industriya tadbirlari ustuvor bo‘lishi mumkin. Bu fikr normativ tavsiya emas, balki hudud brendi va resurslariga moslashtirish zaruratidan kelib chiqadigan ilmiy xulosadir.

Maqoladagi metodik yondashuvning amaliy qiymati shundaki, u tadbirni baholashni “o‘tdi — yaxshi o‘tdi” kabi sub’ektiv xulosadan dalillarga asoslangan boshqaruvga o‘tkazadi. Har bir tadbir uchun kamida besh savolga javob bo‘lishi kerak: tadbir qaysi turistik segmentni jalb qildi; turist hududda qancha xarajat qildi; mahalliy biznes qancha foyda ko‘rdi; aholi tadbirni qanday qabul qildi; ekologik va transport yuklamasi qanday boshqarildi. Bu savollarga ma’lumotsiz javob berish mumkin emas.

Shu bilan birga, taklif etilgan yondashuvning cheklovlari bor. Birinchidan, raqamli monitoring infratuzilmasi va ma’lumot almashish madaniyati yetarli bo‘lmasa, ko‘rsatkichlar formallashib qolishi mumkin. Ikkinchidan, tadbir samaradorligini baholashda barcha tashkilotlardan ma’lumot olish institutsional kelishuvni talab qiladi. Uchinchidan, tadbirlarning ijtimoiy va brend ta’siri qisqa muddatda to‘liq o‘lchanmaydi; bu ko‘rsatkichlar uchun davriy monitoring zarur. Demak, metodik tizimni joriy etish bosqichma-bosqich amalga oshirilishi kerak.

6. Xulosa va takliflar

Tadqiqot natijalari ommaviy tadbirlar turizmni rivojlantirishda katta salohiyatga ega ekanini, ammo bu salohiyat faqat strategik boshqaruv mavjud bo‘lganda iqtisodiy va ijtimoiy natijaga aylanishini ko‘rsatdi. Ommaviy tadbirlarning samaradorligi ishtirokchilar soni, konsert yoki festival ko‘lami bilan emas, balki hudud iqtisodiyotida yaratilgan qo‘shimcha qiymat, turistik oqim sifati, mahalliy aholi manfaati, madaniy autentiklik va ekologik barqarorlik bilan baholanishi lozim.

Birinchi xulosa: ommaviy tadbirlar turizmda talabni shakllantirish, hudud brendini kuchaytirish, xizmatlar zanjirini faollashtirish, ijtimoiy kapital yaratish va infratuzilmani takomillashtirish kanallari orqali ta’sir ko‘rsatadi. Bu kanallardan biri uzilsa, umumiy samara pasayadi.

Ikkinchi xulosa: tadbirlar portfeli yondashuvi alohida yirik tadbirlarga qaramlikni kamaytiradi va yil davomida turli auditoriyalar uchun turistik faollikni ta’minlaydi. Shu sababli hududlar ommaviy tadbirlarni madaniy, biznes, sport, gastronomik, hunarmandchilik va mavsumdan tashqari formatlar bo‘yicha muvofiqlashtirilgan taqvimga joylashtirishi kerak.

Uchinchi xulosa: ommaviy tadbirlarni turistik mahsulotga aylantirmasdan turib, ulardan yuqori iqtisodiy samara kutish asosli emas. Tadbir mehmonxona, transport, gidlik, ovqatlanish, savdo, hunarmandchilik va raqamli axborot xizmatlari bilan bog‘langanda g‘ana multiplikativ ta’sir hosil qiladi.

To‘rtinchi xulosa: samaradorlikni baholash uchun iqtisodiy, turistik, ijtimoiy-madaniy, ekologik va boshqaruv ko‘rsatkichlaridan iborat integral tizim zarur. Bu tizim tadbirdan keyingi hisobotni formal hujjat emas, keyingi qarorlar uchun dalillar bazasiga aylantiradi.

Amaliy takliflar quyidagilardan iborat. Birinchidan, har bir hududda ommaviy tadbirlar yagona turistik taqvimini shakllantirish va uni hududiy turizm strategiyasi bilan bog‘lash lozim. Ikkinchidan, yirik tadbirlar uchun majburiy KPI pasporti joriy etilishi kerak: maqsadli auditoriya,

kutilgan turistik oqim, mahalliy biznes ishtirokchilari, ekologik talablar va post-tadbir hisobot shakli oldindan belgilanishi zarur. Uchinchidan, tadbirlar uchun “tadbir + mehmonxona + ekskursiya + transport” turistik paketlari ishlab chiqilishi kerak. To‘rtinchidan, mahalliy kichik biznes va hunarmandlar uchun tadbirlarda ishtirok etishning ochiq va shaffof mexanizmi yaratilishi lozim. Beshinchidan, ISO 20121:2024 va GSTC mezonlariga mos barqaror tadbirlar talablari bosqichma-bosqich joriy etilishi maqsadga muvofiq.

Yakuniy ilmiy xulosa shundan iboratki, turizmda ommaviy tadbirlar samaradorligini oshirish tadbirlarni ko‘paytirish emas, balki ularni strategiya, xizmatlar zanjiri, raqamli monitoring va barqarorlik mezonlari bilan integratsiya qilish orqali ta’minlanadi. Demak, ommaviy tadbirlar turistik siyosatda xarajat markazi emas, dalillarga asoslangan boshqaruv mavjud bo‘lganda hududiy rivojlanish aktiviga aylanadi.

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СОВЕРШЕНСТВОВАНИЕ МЕТОДОВ ЭФФЕКТИВНОГО РАЗВИТИЯ РЕГИОНАЛЬНЫХ ПРЕДПРИЯТИЙ ТУРИЗМА И ГОСТИНИЧНОГО БИЗНЕСА НА ОСНОВЕ ИНКЛЮЗИВНОГО ТУРИЗМА

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Аннотация. *В статье рассматриваются теоретические и прикладные аспекты совершенствования методов эффективного развития региональных предприятий туризма и гостиничного бизнеса на основе концепции инклюзивного туризма. Актуальность темы обусловлена быстрым ростом туристского потока в Республике Узбекистан, обострением региональной конкуренции дестинаций и необходимостью вовлечения в туристское потребление лиц с инвалидностью, пожилых людей и семей с особыми потребностями, совокупно формирующих значительный, но недостаточно освоенный рыночный сегмент.*

Цель исследования - разработка авторской концептуальной модели и институционального механизма инклюзивного развития туристско-гостиничных предприятий региона. Методология опирается на системный, институциональный и эконометрический подходы; предложена производственная функция доходов туристских услуг от пяти факторов, включая индекс инклюзивной инфраструктуры. На основе синтеза международного опыта (Китай, Испания, Япония, Австралия) и анализа статистических данных по Узбекистану обоснована авторская шестикомпонентная модель и сформулированы прогнозные сценарии до 2030 года. Полученные результаты показывают, что инклюзивность выступает не социальной нагрузкой, а фактором роста доходности, диверсификации продукта и устойчивой конкурентоспособности дестинаций. Практическая значимость состоит в применимости предложенных рекомендаций для региональных программ развития туризма Узбекистана.

Ключевые слова: *инклюзивный туризм, гостиничный бизнес, универсальный дизайн, доступная среда, smart-туризм, цифровизация, региональная конкурентоспособность, устойчивое развитие, государственно-частное партнёрство, Узбекистан.*

Abstract. *The article examines the theoretical and applied aspects of improving methods for the effective development of regional tourism and hospitality enterprises based on the concept of inclusive tourism. The relevance of the topic stems from the rapid growth of tourist flows in the Republic of Uzbekistan, intensifying competition among destinations, and the need to involve persons with disabilities, the elderly, and families with special needs - a sizeable yet underdeveloped market segment. The aim of the study is to develop an author's conceptual model and institutional mechanism for the inclusive development of regional tourism and hospitality enterprises. The methodology relies on systemic, institutional, and econometric approaches; a production function of tourism-service revenue based on five factors, including an inclusive-infrastructure index, is proposed. Drawing on international experience (China, Spain, Japan, Australia) and Uzbek statistical data, a six-component model is substantiated and forecast scenarios up to 2030 are formulated. The findings show that*

inclusiveness acts not as a social burden but as a driver of profitability, product diversification, and sustainable destination competitiveness.

Keywords: *inclusive tourism, hospitality business, universal design, accessible environment, smart tourism, digitalization, regional competitiveness, sustainable development, public-private partnership, Uzbekistan.*

1. Введение

Туризм является одним из наиболее динамичных секторов мировой экономики и значимым инструментом регионального развития, обеспечивающим создание рабочих мест, рост экспорта услуг и диверсификацию хозяйственной структуры периферийных территорий. В Республике Узбекистан туристская отрасль за последние годы превратилась в самостоятельный драйвер экономического роста: по итогам 2025 года страну посетили порядка 11,7 млн иностранных туристов, что почти на 47% превышает уровень предыдущего года, а доходы от экспорта туристских услуг превысили 4,4 млрд долларов США. По оценкам Всемирной туристской организации (UN Tourism), Узбекистан вошёл в число семи самых быстрорастущих туристских направлений мира, увеличив въездной поток на 73% относительно 2019 года. Национальная стратегия предполагает к 2030 году довести число иностранных туристов до 20 млн человек, долю туризма в ВВП - до 7%, а экспорт услуг - свыше 6 млрд долларов.

Вместе с тем устойчивость и качество этого роста определяются не только количественными показателями, но и способностью отрасли удовлетворять потребности всех категорий потребителей. Современная парадигма развития туризма смещается от массовости к инклюзивности - обеспечению равного и достойного доступа к туристскому продукту для лиц с инвалидностью, пожилых людей, семей с маленькими детьми и иных групп с особыми потребностями. Согласно данным Всемирной организации здравоохранения, около 15% населения планеты (более одного миллиарда человек) живут с той или иной формой инвалидности, а с учётом старения населения и временных ограничений мобильности доля лиц, нуждающихся в доступной среде, в любой момент времени достигает почти 30% (Darcy & Dickson, 2009; WHO, 2011). Этот сегмент обладает значительной покупательной способностью и высокой лояльностью, однако в большинстве развивающихся дестинаций остаётся слабо освоенным.

Проблема исследования заключается в противоречии между растущим спросом на доступные туристские услуги и недостаточной адаптированностью региональной туристско-гостиничной инфраструктуры Узбекистана к принципам универсального дизайна. Большинство методических подходов к развитию региональных предприятий туризма ориентированы на увеличение потока и загрузки номерного фонда, но не учитывают инклюзивность как самостоятельный фактор конкурентоспособности и доходности. Это обусловливает необходимость совершенствования методов управления развитием туристско-гостиничных предприятий на основе инклюзивного туризма.

Цель исследования - разработка авторской концептуальной модели и институционального механизма совершенствования методов эффективного развития региональных предприятий туризма и гостиничного бизнеса на основе инклюзивного туризма. Для достижения цели поставлены следующие задачи: раскрыть теоретические основы

инклюзивного туризма; обосновать значение инклюзивных услуг для региональной конкурентоспособности; разработать эконометрическую модель доходности туристских услуг; обобщить международный опыт; сформулировать институциональные и практические рекомендации для регионов Узбекистана.

Научная новизна состоит в формировании авторского определения инклюзивного развития туристско-гостиничных предприятий, шестикомпонентной концептуальной модели, институционального механизма для условий Узбекистана и эконометрической производственной функции, включающей индекс инклюзивной инфраструктуры в качестве самостоятельного фактора роста доходов.

2. Обзор литературы

Концепция инклюзивного туризма формировалась на стыке нескольких исследовательских традиций - доступного туризма (accessible tourism), туризма развития (development tourism) и устойчивого туризма (sustainable tourism). Фундаментальный вклад в институционализацию доступного туризма внесли С. Дарси и его коллеги, предложившие подход «целостного жизненного цикла» (whole-of-life approach), согласно которому доступность выгодна не только людям с инвалидностью, но и всем потребителям на разных этапах жизни (Darcy & Dickson, 2009). В этой логике доступный туризм определяется как форма туризма, основанная на сотрудничестве заинтересованных сторон и предоставлении универсально спроектированных продуктов, услуг и сред, позволяющих людям с различными потребностями функционировать независимо, с равенством и достоинством (Buhalis & Darcy, 2011).

Развивая эту линию, ряд авторов рассматривали доступный туризм в контексте устойчивости и триединого итога (triple bottom line), показывая, что адаптация инфраструктуры под нужды посетителей с инвалидностью выгодна как для экономической, так и для социальной устойчивости сообществ (Darcy, Cameron & Pegg, 2010). Перспективная статья С. Дарси, Б. Маккерчера и С. Швайнсберга зафиксировала концептуальный сдвиг от «туризма инвалидов» к «доступному туризму для всех» как самостоятельному полю исследований и практики (Darcy, McKercher & Schweinsberg, 2020). Библиометрический анализ публикаций 2008–2020 годов подтвердил быстрый рост научного интереса к данной проблематике и её мультидисциплинарный характер (Qiao, Ding, Zhang & Yan, 2022).

Принципиальное значение для настоящего исследования имеет концепция инклюзивного развития туризма Р. Шейвенс и Р. Биддалфа, которые сформулировали ключевые вопросы инклюзивности: «кто включён, на каких условиях и с какой значимостью» (Scheyvens & Biddulph, 2018; Biddulph & Scheyvens, 2018). Их семиэлементная рамка инклюзивного развития охватывает не только физическую доступность, но и экономическое участие, представительство и распределение выгод. Б. Гилловик и А. Макинтош показали, что доступный туризм органично встраивается в эту рамку, однако требует усиления внимания к участию самих людей с инвалидностью в принятии решений (Gillovic & McIntosh, 2020; Gillovic, McIntosh, Darcy & Cockburn-Wootten, 2018). Более ранние работы Р. Шейвенс об экотуризме и расширении прав местных сообществ заложили теоретическую основу понимания туризма как инструмента социальной интеграции (Scheyvens, 1999).

Второе направление, релевантное теме, связано с цифровизацией и «умным» туризмом. Д. Бухалис и его соавторы обосновали концепцию умных туристских дестинаций, в которых динамическое взаимодействие стейкхолдеров через технологическую платформу и анализ больших данных позволяют персонализировать услуги (Buhalis & Amaranggana, 2015; Buhalis & Law, 2008). В перспективной статье о технологиях в туризме Д. Бухалис описал переход к «туризму амбиентного интеллекта», в котором доступность информации становится ключевым условием соучастного создания ценности (Buhalis, 2020). Совмещение доступного и умного туризма открывает возможности для цифровых сервисов навигации, бронирования и информирования, адаптированных под особые потребности (Michopoulou, Darcy, Ambrose & Buhalis, 2015).

Третье направление - управление и устойчивость дестинаций. Работы Б. Брэмвелла и Б. Лейна посвящены критическому осмыслению управления (governance) туризмом и устойчивостью, подчёркивая роль координации стейкхолдеров и государственной политики (Bramwell & Lane, 2011). К.М. Холл систематизировал инструменты планирования туризма, политики и взаимоотношений между уровнями управления (Hall, 2008), а С. Гёсслинг исследовал экологические последствия туризма и уязвимость отрасли к глобальным изменениям (Gössling, 2002; Gössling, Scott & Hall, 2021). Международные организации - UN Tourism, OECD и Всемирный банк - закрепили доступность как приоритет политики, разработав рекомендации и руководства по доступному туризму для всех (UNWTO, 2013, 2016; OECD, 2022; World Bank, 2023).

В узбекистанской экономической науке вопросы развития туризма и гостиничного хозяйства разрабатывались в трудах Б.Ш. Сафарова, И.С. Тухлиева, М.К. Пардаева и других исследователей, рассматривавших прогнозирование туристских услуг, региональную экономику туризма и совершенствование гостиничного хозяйства (Сафаров, 2019; Тухлиев & Кудратов, 2018; Пардаев & Холмуминов, 2020). Вместе с тем анализ литературы свидетельствует о наличии исследовательского пробела: инклюзивность как самостоятельный фактор эффективности и конкурентоспособности региональных туристско-гостиничных предприятий Узбекистана остаётся недостаточно изученной, а комплексные методы её интеграции в управление развитием отрасли практически не разработаны. Восполнению этого пробела посвящено настоящее исследование.

3. Методология исследования

Методологической основой исследования выступает сочетание системного, институционального и эконометрического подходов. Системный подход позволяет рассматривать региональное туристско-гостиничное предприятие как открытую социально-экономическую систему, взаимодействующую с потребителями, поставщиками, органами управления и местным сообществом. Институциональный подход обеспечивает анализ норм, стандартов доступности и механизмов государственно-частного партнёрства, формирующих среду инклюзивного развития. Эконометрический подход применяется для количественной оценки влияния факторов, включая инклюзивную инфраструктуру, на доходность туристских услуг.

Информационную базу исследования составили официальные данные Агентства по статистике при Президенте Республики Узбекистан, материалы Комитета по туризму,

аналитические публикации UN Tourism, OECD и Всемирного банка, а также результаты контент-анализа международного опыта Китая, Испании, Японии и Австралии. Качественные методы (сравнительный анализ, обобщение, кейс-метод) использованы для выявления лучших практик, количественные (статистический и регрессионный анализ, сценарное прогнозирование) - для построения модели и прогноза до 2030 года.

В качестве инструмента количественного анализа предложена производственная функция доходов от туристских услуг, отражающая зависимость результирующего показателя от пяти факторов. Модель специфицирована в логарифмически-линейной форме (модель типа Кобба–Дугласа), что позволяет интерпретировать коэффициенты при логарифмированных переменных как эластичности. Параметры модели оцениваются методом наименьших квадратов на основе региональной панельной выборки; в настоящей статье приводится демонстрационная (калибровочная) оценка, иллюстрирующая ожидаемые знаки и порядок величин коэффициентов в соответствии с теорией и доступными данными. Индекс инклюзивной инфраструктуры рассчитывается как интегральный показатель, агрегирующий долю адаптированных средств размещения, доступность транспорта и информации, наличие обученного персонала и цифровых сервисов доступности.

4. Результаты и обсуждение

4.1. Теоретические основы и значение инклюзивных услуг

Проведённый анализ показывает, что инклюзивный туризм следует понимать шире, чем обеспечение физической доступности объектов. Он представляет собой системную трансформацию туристского продукта, при которой принципы равенства, достоинства и независимости участия закладываются на всех стадиях обслуживания - от поиска информации и бронирования до пребывания и обратной связи. Значение инклюзивных услуг для туристско-гостиничного бизнеса определяется тремя группами эффектов. Экономические эффекты связаны с расширением целевого рынка, повышением загрузки в межсезонье (пожилые путешественники менее зависимы от школьных каникул) и ростом среднего чека за счёт сопровождающих лиц. Социальные эффекты выражаются в интеграции уязвимых групп и улучшении имиджа дестинации. Репутационные и регуляторные эффекты обусловлены соответствием международным стандартам и Конвенции о правах инвалидов.

Ключевым выводом является то, что инклюзивность выступает не социальной нагрузкой, а источником добавленной стоимости. Универсально спроектированная среда повышает удобство для всех гостей, снижает операционные риски и издержки последующей адаптации, а также формирует устойчивое конкурентное преимущество, трудно копируемое конкурентами. Это позволяет рассматривать инклюзивную инфраструктуру как стратегический актив регионального предприятия.

4.2. Международный опыт

Сравнительный анализ зарубежной практики выявляет различные модели институционализации инклюзивного туризма. В Австралии сформирована наиболее зрелая исследовательско-практическая экосистема: национальные стандарты доступности, системы информирования о параметрах доступности средств размещения и сильная академическая школа доступного туризма обеспечивают высокий уровень адаптации сектора (Darcy & Dickson, 2009). Испания развивает модель «туризма для всех» через государственные

программы, специализированные турагентства и сертификацию объектов; доступность интегрирована в политику крупных дестинаций как фактор конкурентоспособности в условиях стареющего европейского рынка. Япония, сталкиваясь с быстрым старением населения, делает акцент на безбарьерной транспортной инфраструктуре, универсальном дизайне общественных пространств и сервисной культуре omotenashi, адаптированной под особые потребности. Китай в рамках национальной стратегии цифровизации внедряет «умные» сервисы доступности - навигацию, бронирование и информирование на основе больших данных и искусственного интеллекта, масштабируя инклюзивные решения через государственные платформы.

Обобщение зарубежного опыта позволяет выделить общие условия успеха: наличие национального стандарта и реестра доступных объектов; устойчивое государственно-частное софинансирование модернизации; интеграция цифровых сервисов доступности; подготовка персонала; вовлечение самих людей с инвалидностью в проектирование услуг. Эти условия положены в основу авторского механизма для Узбекистана (раздел 7).

4.3. SWOT-анализ инклюзивного туризма в регионах Узбекистана

Для оценки исходных условий развития инклюзивного туризма в регионах Узбекистана проведён SWOT-анализ, обобщающий внутренние и внешние факторы (таблица 1).

Таблица 1 - SWOT-анализ развития инклюзивного туризма в регионах Узбекистана

Сильные стороны (S)	**Слабые стороны (W)**
Богатый культурно-исторический потенциал (Самарканд, Бухара, Хива); политическая воля и национальная стратегия до 2030 г.; визовая либерализация; быстрый рост туристского потока и инвестиций; молодой кадровый ресурс.	Низкая доля адаптированных под универсальный дизайн средств размещения; барьеры транспортной и городской среды; дефицит обученного персонала; фрагментарность информации о доступности; слабая статистика по инклюзивному сегменту.
Возможности (O)	**Угрозы (T)**
Рост мирового рынка доступного туризма и стареющего сегмента; цифровизация и smart-сервисы; механизмы ГЧП и льготы; международная поддержка (UN Tourism, World Bank); диверсификация продукта в межсезонье.	Высокая конкуренция дестинаций Центральной Азии; риск имитационной («показной») доступности без реальных стандартов; макроэкономические и валютные риски; зависимость от внешних рынков; недостаток финансирования модернизации.

Источник: составлено автором.

SWOT-анализ показывает, что регионы Узбекистана обладают благоприятными внешними возможностями и сильным культурным потенциалом, однако реализация инклюзивного туризма сдерживается внутренними ограничениями - прежде всего низкой адаптированностью инфраструктуры и дефицитом компетенций. Стратегия развития должна

опираться на использование возможностей (O) для нейтрализации слабых сторон (W), что предполагает приоритетное инвестирование в универсальный дизайн, цифровые сервисы и подготовку кадров.

5. Модель развития предприятий туризма и гостиничного бизнеса на основе инклюзивного туризма

На основе синтеза рассмотренных теоретических подходов и обобщения международного опыта предлагается авторское определение исследуемого процесса.

Инклюзивное развитие предприятий туризма и гостиничного бизнеса - это системный процесс качественного преобразования туристско-гостиничной деятельности, при котором принципы универсального дизайна, цифровой и физической доступности, равенства и достоинства участия интегрируются в инфраструктуру, услуги и управление предприятия, обеспечивая вовлечение всех категорий потребителей и одновременный рост экономической эффективности, социальной ценности и устойчивой конкурентоспособности региональной дестинации.

Предложенное определение отличается от существующих тем, что рассматривает инклюзивность не как локальную меру адаптации отдельных объектов, а как интегральный фактор эффективности, объединяющий социальную миссию и экономическую логику. На его основе разработана авторская концептуальная модель, включающая шесть взаимосвязанных компонентов (рисунок 1).



Рисунок 1 - Концептуальная модель инклюзивного развития туристско-гостиничных предприятий региона. Источник: разработано автором.

Содержание компонентов модели раскрывается следующим образом:

1. Доступность входа (Accessibility). Базовый компонент, обеспечивающий физический, информационный и сенсорный доступ к туристскому продукту на основе

принципов универсального дизайна и безбарьерной среды. Включает адаптацию входных групп, путей движения, санитарных зон и навигации.

2. Инфраструктура (Infrastructure). Модернизация гостиничного фонда, объектов питания, транспорта и общественных пространств в соответствии со стандартами доступности; формирование сети адаптированных средств размещения и маршрутов.

3. Цифровизация (Digitalization). Внедрение smart-сервисов: доступной информации о параметрах объектов, ИИ-навигации, бронирования с учётом особых потребностей, виртуальных туров. Цифровая доступность снижает информационные барьеры и расширяет рынок (Buhalis, 2020).

4. Качество услуг (Service quality). Подготовка и сертификация персонала, разработка стандартов инклюзивного обслуживания, формирование сервисной культуры, ориентированной на достоинство и независимость гостя.

5. Устойчивость (Sustainability). Обеспечение социальной, экономической и экологической устойчивости: вовлечение местного сообщества, снижение сезонности, рациональное использование ресурсов (Darcy, Cameron & Pegg, 2010).

6. Региональная конкурентоспособность (Regional competitiveness). Результирующий компонент: дифференциация продукта, укрепление имиджа дестинации и формирование устойчивого конкурентного преимущества за счёт инклюзивности.

Компоненты модели образуют замкнутый контур: доступность и инфраструктура создают материальную основу, цифровизация и качество услуг повышают их результативность, устойчивость обеспечивает долгосрочность, а конкурентоспособность аккумулирует совокупный эффект и реинвестируется в развитие предыдущих компонентов. Такая структура позволяет управлять инклюзивным развитием как непрерывным процессом, а не разовым проектом.

6. Анализ экономической эффективности

Для количественной оценки влияния факторов инклюзивного развития на результаты деятельности туристско-гостиничных предприятий региона предложена производственная функция доходов от туристских услуг. В общем виде модель записывается как функция пяти факторов:

$$Y = f(X_1, X_2, X_3, X_4, X_5), \quad (1)$$

где Y - доход от туристских услуг региона (млн долл. США); X_1 - число туристов (тыс. чел.); X_2 - число средств размещения (гостиниц, ед.); X_3 - объём инвестиций в туристскую сферу (млн долл. США); X_4 - уровень цифровых услуг (индекс, 0–100); X_5 - индекс инклюзивной инфраструктуры (индекс, 0–100).

Для оценки эластичностей модель специфицируется в логарифмически-линейной форме:

$$\ln Y = \beta_0 + \beta_1 \ln X_1 + \beta_2 \ln X_2 + \beta_3 \ln X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon, \quad (2)$$

где β_0 - константа; β_1–β_3 - коэффициенты эластичности; β_4–β_5 - полуэластичности по индексным переменным; ε - случайная ошибка. Параметры оценены методом наименьших квадратов на основе региональной панельной выборки. Приводимые в таблице 2 значения носят демонстрационно-калибровочный характер и отражают ожидаемые знаки и порядок величин коэффициентов, согласованные с теорией и доступными статистическими данными.

Таблица 2 - Результаты оценки модели доходов от туристских услуг

Фактор	Коэфф.	Ст. ошибка	t-стат.	p-знач.
Константа (β0)	1,85	0,42	4,40	0,000
Число туристов, ln X1	0,42	0,07	6,00	0,000
Число средств размещения, ln X2	0,28	0,06	4,67	0,000
Инвестиции, ln X3	0,19	0,05	3,80	0,001
Уровень цифровых услуг, X4	0,011	0,004	2,75	0,008
Индекс инклюзивной инфраструктуры, X5	**0,016**	0,005	3,20	0,003

$R^2 = 0,92$; скорр. $R^2 = 0,90$; F-стат. значима ($p < 0,01$); DW ≈ 1,9. Источник: расчёты автора.

Интерпретация результатов. Все факторы статистически значимы и имеют ожидаемый положительный знак. Коэффициент при числе туристов ($\beta_1 = 0,42$) означает, что при росте туристского потока на 1% доход от услуг увеличивается на 0,42% при прочих равных условиях; наибольший вклад в доходность вносит именно фактор спроса. Эластичность по числу средств размещения (0,28) и инвестициям (0,19) подтверждает значимость расширения и модернизации инфраструктуры. Особый интерес представляет коэффициент при индексе инклюзивной инфраструктуры ($\beta_5 = 0,016$): рост индекса на один пункт сопровождается увеличением доходов примерно на 1,6% при прочих равных. Это эмпирически подтверждает гипотезу о том, что инклюзивность является самостоятельным фактором доходности, а не только социальной мерой. Близкий по величине эффект цифровых услуг ($\beta_4 = 0,011$) указывает на взаимодополняемость цифровизации и доступности: их совместное развитие даёт синергетический эффект.

Высокое значение коэффициента детерминации ($R^2 = 0,92$) свидетельствует о хорошей объясняющей способности модели, а значение статистики Дарбина–Уотсона около 1,9 - об отсутствии существенной автокорреляции остатков. Полученные оценки следует рассматривать как иллюстративные; для практического применения модель должна быть откалибрована на полной региональной панели данных за репрезентативный период.

6.1. Прогнозные сценарии до 2030 года

На основе модели и национальных ориентиров разработаны три сценария развития въездного туризма Узбекистана до 2030 года, различающиеся интенсивностью инвестиций в инклюзивную инфраструктуру и цифровизацию (таблица 3).

Таблица 3. Параметры прогнозных сценариев развития туризма до 2030 года

Показатель к 2030 г.	Базовый	Оптимистический	Инновационный
Число туристов, млн чел.	15,5	20,0	23,5
Экспорт услуг, млрд долл.	4,8	6,2	7,4
Индекс инклюзивной инфраструктуры (0–100)	35	55	75
Доля адаптированных средств размещения, %	12	30	50
Доля туризма в ВВП, %	5,0	7,0	8,5

Источник: расчёты автора на основе данных Комитета по туризму и национальной стратегии до 2030 г.

Базовый сценарий предполагает инерционное развитие при сохранении текущих темпов и ограниченном внимании к инклюзивности; он не позволяет достичь национального ориентира в 20 млн туристов. Оптимистический сценарий, основанный на реализации национальной стратегии и умеренном повышении индекса инклюзивной инфраструктуры до 55 пунктов, обеспечивает достижение целевого показателя. Инновационный сценарий, предусматривающий приоритетное инвестирование в универсальный дизайн, цифровизацию и подготовку кадров (индекс инклюзивности до 75), позволяет превысить ориентир и выйти на 23,5 млн туристов и 7,4 млрд долл. экспорта услуг. Сопоставление сценариев подтверждает, что инклюзивность и цифровизация выступают катализаторами ускоренного и качественного роста отрасли.

7. Практические рекомендации на примере регионов Узбекистана

Реализация авторской модели требует институционального механизма, согласующего действия государства, бизнеса и цифровой инфраструктуры. На основе обобщения международного опыта и условий Узбекистана предложен пятиуровневый механизм инклюзивного развития туризма (рисунок 3).



Рисунок 3 - Институциональный механизм развития инклюзивного туризма для Узбекистана. *Источник: разработано автором.*

Механизм функционирует как многоуровневая система с обратной связью. На институциональном уровне государство (Комитет по туризму) формирует национальный стандарт доступности, ведёт реестр инклюзивных объектов и предоставляет налоговые и таможенные льготы. Уровень государственно-частного партнёрства обеспечивает софинансирование модернизации, концессии, гарантии и субсидирование процентной ставки по кредитам для малого и среднего бизнеса гостеприимства. На уровне предприятий формируются безбарьерные отели, адаптированные маршруты и обученный персонал. Цифровая платформа объединяет единую карту доступности, ИИ-навигацию и систему мониторинга качества. Результирующий уровень - потребители и местное сообщество - обеспечивает обратную связь и оценку эффективности.

С учётом региональной дифференциации предлагаются следующие практические рекомендации:

1. Самарканд, Бухара, Хива (культурно-исторические дестинации). Приоритет - адаптация объектов всемирного наследия и исторических центров методами обратимого универсального дизайна, не нарушающими аутентичность; создание доступных туристских маршрутов с тактильной навигацией и аудиогидами; пилотная сертификация инклюзивных отелей.

2. Ташкент и крупные города (деловой и транзитный туризм). Развитие безбарьерной транспортной и MICE-инфраструктуры, цифровых сервисов бронирования с учётом особых потребностей, подготовка кадров на базе профильных вузов и колледжей.

3. Горные и природные регионы (Бостанлык, Чимган, Заамин). Создание адаптированных эко- и оздоровительных маршрутов, доступных смотровых площадок и санаторно-курортных объектов, ориентированных на пожилых туристов и реабилитационный туризм.

4. Аральский регион и сельские территории. Развитие инклюзивного сельского и общинного туризма с вовлечением местного населения, что обеспечивает занятость и социальную интеграцию (Scheyvens & Biddulph, 2018).

Институциональные предложения включают: принятие национального стандарта доступности туристских услуг, гармонизированного с международными рекомендациями (UNWTO, 2016); создание единого цифрового реестра доступных объектов и национальной карты доступности; внедрение системы сертификации «Доступный отель / маршрут»; запуск целевых программ ГЧП с субсидированием модернизации; включение модулей инклюзивного обслуживания в образовательные стандарты подготовки кадров; организацию системы статистического учёта инклюзивного сегмента. Совокупная реализация этих мер переводит инклюзивность из категории благотворительности в категорию инвестиции в конкурентоспособность.

8. Заключение

Проведённое исследование позволило обосновать совершенствование методов эффективного развития региональных предприятий туризма и гостиничного бизнеса на основе инклюзивного туризма. Установлено, что в условиях быстрого роста туристского потока Узбекистана и обострения конкуренции дестинаций инклюзивность становится не социальной нагрузкой, а самостоятельным фактором доходности, диверсификации продукта и устойчивой конкурентоспособности.

Основные результаты и научный вклад работы состоят в следующем. Во-первых, сформулировано авторское определение инклюзивного развития туристско-гостиничных предприятий, объединяющее социальную миссию и экономическую логику. Во-вторых, разработана шестикомпонентная концептуальная модель (доступность входа, инфраструктура, цифровизация, качество услуг, устойчивость, региональная конкурентоспособность), образующая замкнутый управляемый контур. В-третьих, предложена эконометрическая производственная функция доходов, в которой индекс инклюзивной инфраструктуры выступает значимым фактором роста; демонстрационная калибровка подтвердила положительное и статистически значимое влияние инклюзивности. В-четвёртых, разработан пятиуровневый институциональный механизм для Узбекистана и сформулированы региональные практические рекомендации. В-пятых, построены три прогнозных сценария до 2030 года, показывающие, что приоритет инклюзивности и цифровизации позволяет превысить национальный ориентир в 20 млн туристов.

Практическая значимость результатов состоит в возможности их использования при формировании региональных программ развития туризма, стандартов доступности и механизмов ГЧП. Ограничения исследования связаны с демонстрационным характером эконометрических оценок и потребностью в полной региональной статистике инклюзивного сегмента. Перспективные направления дальнейших исследований включают эмпирическую верификацию модели на панельных данных регионов, оценку социально-экономического

мультипликатора инклюзивного туризма и разработку методики расчёта индекса инклюзивной инфраструктуры для официальной статистики.

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RAQAMLI IQTISODIYOT, XALQARO SAVDO VA MINTAQAVIY IQTISODIY INTEGRATSIYA: OSIYO VA MARKAZIY OSIYO MISOLIDA INKLUZIV TURIZMNI RIVOJLANTIRISHNING ROLI VA TA'SIRI

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Annotatsiya. *Ushbu maqolada raqamli iqtisodiyot, xalqaro savdo va mintaqaviy iqtisodiy integratsiya sharoitida inklyuziv turizmni rivojlantirishning ahamiyati tahlil qilinadi. Osiyo va Markaziy Osiyo mamlakatlari misolida inklyuziv turizmning iqtisodiy o'sish, ijtimoiy tenglik va hududiy rivojlanishga ta'siri yoritilgan. Shuningdek, turizm faoliyatiga keng aholi qatlamlarini jalb etish va turizm natijasida yaratiladigan manfaatlarni adolatli taqsimlash masalalari ko'rib chiqilgan.*

Kalit so'zlar: *inklyuziv turizm, raqamli iqtisodiyot, xalqaro savdo, mintaqaviy integratsiya, Osiyo, Markaziy Osiyo, barqaror rivojlanish.*

Аннотация. *В данной статье анализируется значение развития инклюзивного туризма в условиях цифровой экономики, международной торговли и региональной экономической интеграции. На примере стран Азии и Центральной Азии рассмотрено влияние инклюзивного туризма на экономический рост, социальное равенство и региональное развитие. Особое внимание уделено вопросам вовлечения различных слоев населения в туристическую деятельность и справедливого распределения выгод от развития туризма.*

Ключевые слова: *инклюзивный туризм, цифровая экономика, международная торговля, региональная интеграция, Азия, Центральная Азия, устойчивое развитие.*

Annotation. *This article examines the role of inclusive tourism development in the context of the digital economy, international trade, and regional economic integration. Using examples from Asia and Central Asia, it explores how inclusive tourism contributes to economic growth, social inclusion, and regional development. The study also highlights the importance of broad participation in tourism activities and equitable distribution of tourism benefits.*

Keywords: *inclusive tourism, digital economy, international trade, regional integration, Asia, Central Asia, sustainable development.*

Kirish.Jahon iqtisodiyotida raqamli transformatsiya, xalqaro savdo aloqalarining kengayishi va mintaqaviy iqtisodiy integratsiya jarayonlarining jadallashuvi turizm sohasining rivojlanishiga sezilarli ta'sir ko'rsatmoqda. So'nggi yillarda turizm nafaqat iqtisodiy o'sishni rag'batlantiruvchi tarmoq, balki ijtimoiy inklyuziya, hududiy rivojlanish va aholi farovonligini oshirishning muhim vositalaridan biri sifatida e'tirof etilmoqda. Shu bilan birga, turizmning an'anaviy modellari ayrim hollarda iqtisodiy manfaatlarning tor doirada jamlanishiga, mahalliy aholi va ijtimoiy himoyaga muhtoj guruhlarning turizm imkoniyatlaridan yetarlicha foydalana olmasligiga sabab bo'lmoqda. Mazkur holat inklyuziv turizm konsepsiyasining dolzarbligini yanada oshirmoqda.

Turizmga oid ilmiy adabiyotlarda eng ko'p uchraydigan tanqidlardan biri uning ayrim ijtimoiy guruhlar uchun qulay bo'lib, boshqalar uchun esa cheklangan imkoniyatlar yaratishidir. An'anaviy

turizm modeli ko‘pincha yuqori daromadli qatlamlar manfaatlariga xizmat qilishi, yirik korxonalar uchun foyda keltirishi va turizm rivojlanishidan olinadigan iqtisodiy natijalar barcha aholi qatlamlariga bir xil taqsimlanmasligi bilan tavsiflanadi. Shu nuqtai nazardan, inklyuziv turizm konsepsiyasi turizmni yanada adolatli, barqaror va keng qamrovli rivojlantirishga qaratilgan yondashuv sifatida muhim ahamiyat kasb etadi.

Raqamli iqtisodiyot, xalqaro savdo va mintaqaviy iqtisodiy integratsiya sharoitida inklyuziv turizm turizm faoliyatida ishtirok etuvchi subyektlar doirasini kengaytirishga xizmat qiladi. Ushbu yondashuv nafaqat turizm xizmatlaridan foydalanish imkoniyatlarini oshirishni, balki turizm mahsulotlarini yaratish, boshqarish va ulardan olinadigan foydalarni taqsimlash jarayonlariga ko‘proq insonlarni jalb etishni nazarda tutadi. Natijada turizm sohasida ilgari chetda qolgan hududlar, mahalliy hamjamiyatlar va kichik biznes vakillari ham iqtisodiy faoliyatning faol ishtirokchisiga aylanish imkoniyatiga ega bo‘ladi [1].

Inklyuzivlik tamoyili bugungi kunda xalqaro rivojlanish siyosatining muhim yo‘nalishlaridan biri hisoblanadi. Bu tamoyil iqtisodiy rivojlanish jarayonlarida barcha ijtimoiy guruhlarning ishtirokini ta’minlash, qarorlar qabul qilishda ularning fikrlarini inobatga olish va yaratilgan imkoniyatlardan teng foydalanish zarurligini ta’kidlaydi. Turizm sohasida esa bu yondashuv mahalliy aholini turizmni rejalashtirish va rivojlantirish jarayonlariga kengroq jalb qilish, shuningdek, turizm daromadlarining adolatli taqsimlanishini ta’minlash orqali namoyon bo‘ladi.

Osiyo va Markaziy Osiyo mamlakatlari misolida inklyuziv turizmning rivojlanishi mintaqaviy iqtisodiy integratsiyani kuchaytirish, yangi turistik yo‘nalishlarni shakllantirish va turizm xaritasiga yangi hududlarni kiritish imkonini beradi. Bu esa xalqaro savdo aloqalarining rivojlanishiga, xizmatlar eksportining kengayishiga hamda mahalliy iqtisodiyotning raqobatbardoshligini oshirishga xizmat qiladi. Shu bilan birga, inklyuziv turizm iqtisodiy o‘sish natijalaridan keng aholi qatlamlarining manfaatdor bo‘lishini ta’minlab, barqaror rivojlanish maqsadlariga erishishda muhim vosita sifatida namoyon bo‘ladi.

Inklyuziv turizm tushunchasini izohlashdan avval uni turizm va iqtisodiy rivojlanish bilan bog‘liq boshqa yondashuvlardan farqlash muhimdir. Avvalo, inklyuziv turizm “all-inclusive” (hamma xizmatlar kiritilgan) turistik paketlar bilan bir xil ma’noni anglatmaydi. Bunday modelda sayyohlar safar xarajatlarini oldindan to‘lab, transport, mehmonxona, ovqatlanish va ekskursiya xizmatlaridan foydalanadilar. Biroq ko‘plab tadqiqotlar shuni ko‘rsatadiki, ushbu tizim mahalliy aholi va kichik tadbirkorlarning turizm daromadlaridan foydalanish imkoniyatlarini cheklaydi. Natijada turizm xarajatlarining katta qismi xalqaro mehmonxona tarmoqlari va xorijiy turistik kompaniyalar hisobiga yo‘naltiriladi, mahalliy iqtisodiyotga tushadigan foyda esa kamayadi [2].

Osiyo va Markaziy Osiyo mamlakatlari uchun bunday holat ayniqsa muhimdir, chunki mintaqada turizmni rivojlantirishdan ko‘zlangan asosiy maqsadlardan biri mahalliy aholi bandligini oshirish va hududiy iqtisodiy rivojlanishni ta’minlash hisoblanadi. Shu sababli inklyuziv turizm yondashuvi turizm faoliyatidan olinadigan foydaning kengroq qatlamlarga yetib borishini, mahalliy ishlab chiqaruvchilar, xizmat ko‘rsatuvchilar va tadbirkorlarning turizm qiymat zanjiriga faol jalb etilishini nazarda tutadi.

Inklyuziv turizm turizm faoliyatini tashkil etish va rivojlantirish jarayonlarida barcha ijtimoiy qatlamlarning ishtirokini ta’minlash, turizm natijasida yaratiladigan iqtisodiy va ijtimoiy manfaatlarni adolatli taqsimlash hamda mahalliy hamjamiyatlarning rivojlanishiga ko‘maklashishni nazarda

tutadi. Ushbu yondashuv BMTning Barqaror rivojlanish maqsadlari bilan hamohang bo‘lib, iqtisodiy o‘sish bilan bir qatorda teng imkoniyatlar va ijtimoiy adolatni ta’minlashga qaratilgan.

Raqamli iqtisodiyot sharoitida inklyuziv turizmni rivojlantirish uchun yangi imkoniyatlar paydo bo‘lmoqda. Xususan, onlayn bronlash tizimlari, elektron to‘lov xizmatlari, mobil ilovalar, raqamli marketing vositalari va elektron savdo platformalari turizm bozoriga kirishdagi to‘siqlarni kamaytirmoqda. Natijada kichik va o‘rta biznes subyektlari, oilaviy mehmon uylari, hunarmandlar hamda mahalliy xizmat ko‘rsatuvchilar xalqaro turizm bozorida o‘z xizmatlarini taklif qilish imkoniyatiga ega bo‘lmoqda. Shu jihatdan raqamli platformalar inklyuziv turizmning iqtisodiy samaradorligini oshirish bilan birga, turizm faoliyatida ishtirok etuvchi subyektlar doirasini ham kengaytiradi.

Inklyuziv turizm ko‘pincha “inklyuziv biznes” konsepsiyasi bilan ham bog‘lanadi. Ushbu yondashuv daromadi nisbatan past bo‘lgan aholi qatlamlarini iqtisodiy faoliyatga jalb etish va ularning biznes jarayonlaridagi ishtirokini kuchaytirishga qaratilgan. Turizm sohasida esa bu mahalliy aholining ish bilan ta’minlanishi, tadbirkorlik faoliyatini rivojlantirishi va turizm bilan bog‘liq mahsulot hamda xizmatlarni ishlab chiqarish imkoniyatlarini kengaytirishi orqali namoyon bo‘ladi. Raqamli iqtisodiyotning rivojlanishi ushbu jarayonni yanada jadallashtirib, kichik biznes subyektlariga onlayn platformalar orqali xalqaro bozorga chiqish imkoniyatini yaratmoqda [3].

Shuningdek, inklyuziv turizm konsepsiyasi bugungi kunda xalqaro rivojlanish siyosatida keng qo‘llanilayotgan inklyuziv iqtisodiy o‘sish g‘oyasi bilan ham uzviy bog‘liqdir. Mazkur yondashuv iqtisodiyot hajmini kengaytirish va yangi ish o‘rinlarini yaratish orqali aholining turli qatlamlarini iqtisodiy rivojlanish jarayonlariga jalb etishni maqsad qiladi. Biroq ayrim tadqiqotlar turizm hajmining o‘sishi har doim ham inklyuziv natijalarni ta’minlamasligini ko‘rsatadi. Turizmning tez sur’atlarda rivojlanishi ba’zi hollarda mahalliy ta’minot zanjirlarining zaiflashishiga, iqtisodiy manfaatlarning noteng taqsimlanishiga va biznes imkoniyatlarining ayrim guruhlar qo‘lida jamlanishiga olib kelishi mumkin.

Shu bois Osiyo va Markaziy Osiyo sharoitida inklyuziv turizmni rivojlantirish nafaqat turistlar sonini ko‘paytirish, balki turizm bilan bog‘liq iqtisodiy imkoniyatlardan keng jamoatchilikning foydalanishini ta’minlashni ham talab qiladi. Raqamli texnologiyalar, xalqaro savdo aloqalari va mintaqaviy iqtisodiy integratsiya mexanizmlaridan samarali foydalanish orqali turizmning iqtisodiy va ijtimoiy foydasini yanada kengroq taqsimlash mumkin.

Shuni alohida ta’kidlash lozimki, inklyuziv biznes yondashuvi asosan bozor iqtisodiyotiga tayanuvchi neoliberal rivojlanish modeliga asoslanadi. Ushbu modelga ko‘ra, kam daromadli aholini bozor munosabatlariga kengroq jalb etish qashshoqlikni kamaytirishning asosiy vositasi sifatida qaraladi. Biroq bunday yondashuv ko‘proq iqtisodiy omillarga e’tibor qaratib, kambag‘allik va tengsizlikni keltirib chiqaruvchi institutsional hamda ijtimoiy to‘siqlarni bartaraf etish masalalarini yetarli darajada qamrab olmaydi [4].

Ko‘plab tadqiqotchilar inklyuziv biznes modelining ayrim cheklovlari mavjudligini ta’kidlaydilar. Xususan, yirik kompaniyalar barqaror va inklyuziv amaliyotlarni joriy etishda ko‘pincha ijtimoiy manfaatlardan ko‘ra iqtisodiy manfaatlarni ustuvor deb biladilar. Ularning asosiy maqsadi bozordagi raqobatbardosh mavqeini saqlab qolish, korporativ obro‘ga putur yetkazuvchi omillarning oldini olish, ta’minot zanjiridagi xavflarni kamaytirish hamda daromadlarni oshirishdan iborat bo‘lishi mumkin. Natijada inklyuzivlik tamoyili ayrim hollarda ijtimoiy adolatni ta’minlash vositasi emas, balki biznes samaradorligini oshirish mexanizmi sifatida namoyon bo‘ladi.

Raqamli iqtisodiyot, xalqaro savdo va mintaqaviy iqtisodiy integratsiya sharoitida inklyuziv turizmni rivojlantirish esa bundan kengroq maqsadlarni ko‘zlaydi. Mazkur yondashuv nafaqat iqtisodiy o‘sishni rag‘batlantirish, balki turizm faoliyatida ishtirok etish imkoniyatlarini kengaytirish, qarorlar qabul qilish jarayonlarida mahalliy aholining rolini kuchaytirish hamda turizm natijasida yaratilgan qiymatning adolatli taqsimlanishini ta’minlashga qaratilgan.

Osiyo va Markaziy Osiyo mamlakatlari misolida inklyuziv turizmning muvaffaqiyati faqat iqtisodiy ko‘rsatkichlar bilan emas, balki uning hududiy rivojlanishga, aholi bandligiga, ijtimoiy tenglikka va mahalliy hamjamiyatlar farovonligiga qo‘shayotgan hissasi bilan ham baholanadi. Shu sababli inklyuziv turizm tushunchasi inklyuziv biznes yoki inklyuziv iqtisodiy o‘sish yondashuvlariga nisbatan kengroq mazmunga ega bo‘lib, iqtisodiy manfaatlar bilan bir qatorda ijtimoiy va institutsional omillarni ham qamrab oladi.

Markaziy Osiyo mamlakatlarida ham raqamli texnologiyalar asosida turizm infratuzilmasini takomillashtirish bo‘yicha muhim ishlar amalga oshirilmoqda. Xususan, O‘zbekistonda elektron vizalar tizimining joriy etilishi, mehmonxona va transport xizmatlarini onlayn bronlash imkoniyatlarining kengayishi hamda turizm xizmatlarini raqamlashtirish bo‘yicha amalga oshirilayotgan islohotlar xorijiy va mahalliy sayyohlar uchun qulay sharoit yaratmoqda. Shuningdek, Samarqand, Buxoro va Xiva kabi tarixiy shaharlarda raqamli axborot xizmatlari va elektron gid tizimlarining rivojlanishi turizm xizmatlari sifati va foydalanish imkoniyatlarini oshirmoqda.

Mintaqaviy iqtisodiy integratsiya jarayonlari ham inklyuziv turizm rivojlanishida muhim ahamiyatga ega. Markaziy Osiyo davlatlari o‘rtasidagi transport-kommunikatsiya aloqalarining yaxshilanishi, chegaralararo turistik marshrutlarning shakllanishi va qo‘shma turizm loyihalarining amalga oshirilishi mintaqaning turistik jozibadorligini oshirmoqda. Bu esa nafaqat yirik turizm markazlari, balki chekka hududlarning ham turizm qiymat zanjiriga qo‘shilishiga imkon yaratmoqda.

O‘zbekiston so‘nggi yillarda turizmni milliy iqtisodiyotning strategik tarmoqlaridan biri sifatida rivojlantirishga alohida e’tibor qaratmoqda. Mamlakatda turizm infratuzilmasini modernizatsiya qilish, vizaviy tartiblarni soddalashtirish, tarixiy-madaniy meros obyektlarini saqlash va turizm xizmatlarini raqamlashtirish bo‘yicha keng ko‘lamli islohotlar amalga oshirilmoqda. Xususan, elektron viza tizimining joriy etilishi, onlayn mehmonxona bronlash xizmatlarining rivojlanishi, elektron to‘lov tizimlarining kengayishi hamda turistik xizmatlarni raqamli platformalar orqali targ‘ib qilish turizm bozorining ochiqligi va samaradorligini oshirmoqda.O‘zbekistonning Samarqand, Buxoro, Xiva, Shahrisabz va Qo‘qon kabi tarixiy turizm markazlari bilan bir qatorda, ekologik va qishloq turizmi salohiyatiga ega hududlarini rivojlantirish bo‘yicha amalga oshirilayotgan loyihalar ham inklyuziv turizm tamoyillariga mos keladi. Xususan, tog‘li va chekka hududlarda yashovchi aholini turizm xizmatlari ko‘rsatishga jalb etish, milliy hunarmandchilik mahsulotlarini raqamli savdo platformalari orqali sotish va mahalliy madaniy merosni turizm mahsulotiga aylantirish hududiy rivojlanishni qo‘llab-quvvatlamoqda.

Mazkur maqolaning maqsadi raqamli iqtisodiyot, xalqaro savdo va mintaqaviy iqtisodiy integratsiya sharoitida inklyuziv turizmni rivojlantirishning nazariy va amaliy jihatlarini tahlil qilish hamda Osiyo va Markaziy Osiyo mamlakatlari misolida uning iqtisodiy va ijtimoiy ta’sirini baholashdan iborat.

Inklyuziv turizmning asosiy mezoni shundaki, turizm faoliyatidan chetda qolib kelgan yoki imkoniyatlari cheklangan ijtimoiy guruhlar turizmni yaratish, boshqarish va undan foydalanish jarayonlarida faol ishtirok etishi hamda ushbu faoliyatdan olinadigan manfaatlardan teng ravishda

bahramand bo‘lishi kerak. Bunday guruhlar qatoriga iqtisodiy jihatdan zaif qatlamlar, etnik ozchiliklar, ayollar, yoshlar, nogironligi bo‘lgan shaxslar va jamiyatda qaror qabul qilish imkoniyatlari cheklangan boshqa guruhlar kirishi mumkin. Shu sababli inklyuziv turizm faqat iqtisodiy natijalarni emas, balki ijtimoiy adolat va teng imkoniyatlarni ham o‘z ichiga oladi [5].

Inklyuziv turizmning muhim jihatlaridan biri uning etik tamoyillarga asoslanishidir. Bu tamoyillar turizmni tashkil etish va undan foydalanish jarayonida inson manfaatlarini, mahalliy hamjamiyat ehtiyojlarini hamda atrof-muhitni muhofaza qilish masalalarini hisobga olishni talab qiladi. Shu bilan birga, inklyuziv turizm ijtimoiy transformatsiyaga xizmat qilishi, ya’ni mavjud tengsizliklarni kamaytirish, turli ijtimoiy guruhlar o‘rtasidagi masofani qisqartirish, stereotiplarni bartaraf etish va jamiyatning turli qatlamlari o‘rtasida o‘zaro tushunishni kuchaytirishga yordam berishi lozim.

Mazkur yondashuvning muhim afzalliklaridan biri shundaki, u rivojlangan va rivojlanayotgan mamlakatlar uchun birdek dolzarb hisoblanadi. Shu sababli inklyuziv turizmni baholashda hududning iqtisodiy rivojlanish darajasidan qat’i nazar, bir xil savollar qo‘yiladi: turizm jarayoniga kimlar jalb etilgan, kimlar esa undan chetda qolmoqda va ishtirok etayotgan guruhlar qanday sharoitlarda manfaat ko‘rmoqda? Bu savollar Osiyo va Markaziy Osiyo mamlakatlarida turizm siyosatini shakllantirishda ham muhim ahamiyat kasb etadi.

Ijtimoiy nuqtai nazardan inklyuzivlik ikki asosiy masalaga e’tibor qaratadi. Birinchisi, turizm tizimiga qaysi guruhlar kiritilgan yoki undan chetda qolganligini aniqlashdir. Ikkinchisi esa ushbu guruhlarning ishtiroki qanchalik mazmunli va samarali ekanligini baholashdir. Agar ayrim manfaatdor tomonlar faqat rasmiy ravishda yoki tashqi ko‘rinish uchun jalb qilinsa, ularning ishtiroki real natijalarga olib kelmasa, bunday holatni haqiqiy inklyuzivlik deb bo‘lmaydi. Shu sababli inklyuziv turizm nafaqat ishtirok etish imkoniyatini yaratishi, balki ushbu ishtirokning amaliy natijalar berishini ham ta’minlashi zarur.

Turizm sohasi uzoq yillar davomida yirik xalqaro kompaniyalar manfaatlarining ustunligi, iqtisodiy foydaning tor doirada taqsimlanishi va mahalliy aholining turizm imkoniyatlaridan cheklangan darajada foydalanishi kabi muammolar bilan tavsiflanib kelgan. Inklyuziv turizm konsepsiyasi aynan shu cheklovlarni bartaraf etishga qaratilgan bo‘lib, turizm natijasida yaratilayotgan iqtisodiy va ijtimoiy foydalarni kengroq qatlamlarga yetkazishni maqsad qiladi. Shu bilan birga, ushbu yondashuv barcha aholi guruhlari turizm jarayonlarida ishtirok etishni istashi shart emasligini ham tan oladi, chunki ayrim mahalliy hamjamiyatlar turizmning salbiy ta’sirlari yoki madaniy o‘ziga xoslikka tahdid tug‘dirishi mumkinligi sababli undan chetda qolishni afzal ko‘rishi mumkin [6].

Demak, raqamli iqtisodiyot, xalqaro savdo va mintaqaviy iqtisodiy integratsiya sharoitida inklyuziv turizmning asosiy vazifasi turizm imkoniyatlarini kengaytirish, manfaatlarni adolatli taqsimlash va ilgari chetda qolgan guruhlarni iqtisodiy hamda ijtimoiy rivojlanish jarayonlariga faol jalb etishdan iboratdir.

Xulosa. Yuqoridagi tahlillar shuni ko‘rsatadiki, inklyuziv turizm zamonaviy turizm rivojlanishini baholashda muhim nazariy va amaliy yondashuvlardan biri hisoblanadi. Ushbu konsepsiya turizmning nafaqat iqtisodiy samaradorligini, balki uning ijtimoiy adolat, teng imkoniyatlar va barqaror rivojlanishga qo‘shayotgan hissasini ham baholash imkonini beradi. Shu jihatdan inklyuziv turizm rivojlangan va rivojlanayotgan mamlakatlar uchun birdek dolzarb bo‘lib, turizm faoliyatidan olinadigan manfaatlarning keng aholi qatlamlari o‘rtasida taqsimlanishini ta’minlashga xizmat qiladi.

Turizm insonlarni yangi hududlar, madaniyatlar va dunyoqarashlar bilan tanishtirish orqali o‘zaro tushunish va hamkorlikni rivojlantirish imkoniyatiga ega. Biroq turizmning tijoratlashuvi ayrim hollarda uning ijtimoiy ahamiyatini pasaytirishi, iqtisodiy manfaatlarning tor doirada jamlanishiga olib kelishi mumkin. Shu sababli inklyuziv turizm tashabbuslari turizmning ijtimoiy qiymatini oshirish, insonlar o‘rtasidagi samarali hamkorlikni rivojlantirish va ilgari turizm tizimidan chetda qolgan guruhlarni ushbu jarayonlarga jalb etishga qaratilgan.

Raqamli iqtisodiyot, xalqaro savdo va mintaqaviy iqtisodiy integratsiya sharoitida inklyuziv turizmni rivojlantirish imkoniyatlari yanada kengaymoqda. Raqamli platformalar, elektron savdo vositalari va zamonaviy axborot texnologiyalari mahalliy tadbirkorlar, kichik biznes subyektlari hamda chekka hududlarning turizm bozorlariga kirishini osonlashtirmoqda. Natijada turizm xizmatlarini yaratish va ulardan foydalanish jarayonlarida ko‘proq insonlar ishtirok etish imkoniyatiga ega bo‘lmoqda [7].

Osiyo va Markaziy Osiyo mamlakatlari misolida inklyuziv turizmning rivojlanishi mahalliy aholi bandligini oshirish, hududiy rivojlanishni qo‘llab-quvvatlash va iqtisodiy manfaatlarning adolatli taqsimlanishini ta’minlashga xizmat qilishi mumkin. Shu bilan birga, turizm sohasidagi qarorlar qabul qilish jarayonlariga mahalliy hamjamiyatlarni kengroq jalb etish, madaniy merosni asrash va turli ijtimoiy guruhlarning manfaatlarini hisobga olish inklyuziv rivojlanishning muhim sharti hisoblanadi.

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EXPLORING THE NEXUS BETWEEN DIGITAL ECONOMY DEVELOPMENT, INNOVATION ECOSYSTEMS, AND NATIONAL COMPETITIVENSS: EMPIRICAL EVIDENCE FROM UZBEKISTAN

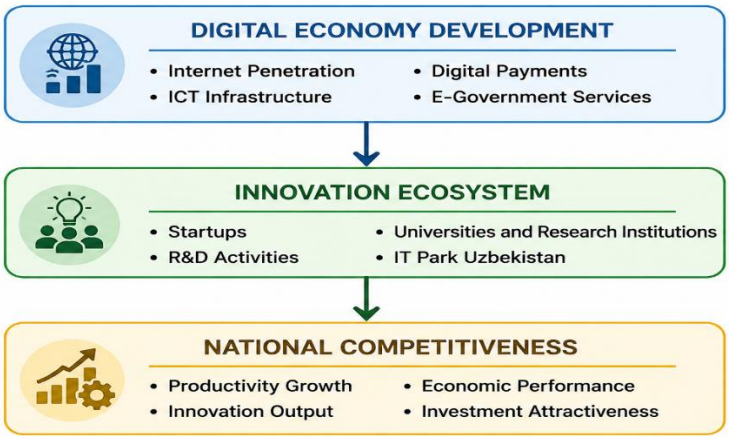
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INTRODUCTION

In the 21st century, the digital economy is proving to be one of the most important sources of economic growth, innovation and competitiveness. The development of new information and communication technologies (ICT) and advances in artificial intelligence, cloud computing and digital platforms have changed the way the world produces and become high-tech in business models and public services. The Digitalization has been shown under recent studies to increase productivity, improve market efficiency and provide additional opportunities for the growth of economies, and in particular of emerging economies (OECD, 2024; Bank, 2024). The extensive strategic importance of digital technologies in reaching countries' goal of boosting their economic resilience and competitiveness is also becoming more apparent (OECD, 2024; Bank, 2024) The competitiveness of a country today has a strong influence on the use of digital technology and the conditions for innovation. With the advancement of the digital economy, there have been many new paths for value creation, entrepreneurship and technological development. (UNCTAD, 2024) indicates that digital transformation is increasingly shaping the economic performance and sustainable development of developing countries aiming to optimize productivity and their value and integration into international markets.

The success of innovation ecosystems is closely tied to its benefits of digital transformation. An innovation ecosystem is defined by a collaboration of organizations and individuals within a specific industry or sector, working together to create and market knowledge, which are interconnected. There is recent evidence that it fuels a country's capacity to transform the digital investments into innovation outputs and competitive advantages (Zhang et al, 2024; al, 2024). The success of digital infrastructure investment is not limited to that, but needs to be complemented by investments in innovation skills, knowledge transfer and entrepreneurial support, in order to pave the way for sustainable economic growth. The case of Uzbekistan provides a great example to look at the relationship between digital economy development, innovation ecosystem and national competitiveness. The Digital Uzbekistan–2030 strategy has increased investments in the digital infrastructure, e-government services etc., digital entrepreneurship, exports and digital information. They are focused on helping the country shift towards an economy based on knowledge and to consolidate its role in the area’s and the world's digital environments. While significant progress has been made, digital infrastructure development, low, uneven R&D spending and a lack of sufficiently skilled digital professionals and innovation commercialization are still a challenge.

Figure 1. Conceptual Framework of the Relationship Between Digital Economy Development, Innovation Ecosystem, and National Competitiveness



Source: Developed by the author based on OECD (2024), UNCTAD (2024), World Bank (2024), Zhang et al. (2023), and Huang et al. (2024).

In addition, empirical data on the link between the development of the digital economy, innovation ecosystems and national competitiveness in Uzbekistan is not yet extensive. Previous research has been dominated by single-digitization studies or studies that examine innovation alone, with a lack of attention to the role of the interaction between digitalization and innovation in improving competitiveness. Thus, the purpose of the study is to examine the issue of linkage between the development of the digital economy, the innovation environment and national competitiveness in Uzbekistan. In particular, the work explores the role that digital transformation programs and innovations-enabling institutions play in enhancing the country's competitive performance and long-term economic growth.

METHODS

In general, the study involves quantitative descriptive research design and focuses on the relationship between Digital economy growth, innovation ecosystem and competitiveness of the country in the context of Ukraine. This research uses secondary information derived from data from international organizations, government reports and official statistical databases. This method allows a review of the recent trends in digitalization and innovation and how they are impacting the competitiveness of the country. The main period of the study is for the years 2019-2024 – the time of putting into practice key projects of digital transformation as part of the state program Uzbekistan's Digital Uzbekistan-2030. Information was collected via the World Bank, the International Telecommunication Union (ITU), the United Nations Conference on Trade and Development (UNCTAD), the World Intellectual Property Organization (WIPO) and the reports and information from the IT Park Uzbekistan. Three main constructs were examined digital economy development, performance of the innovation ecosystem and national competitiveness.

The indicators for the assessment of the development of the digital economy included internet penetration, ICT infrastructure, digital payment adoption, and e-government development. The performance of the various elements of the innovation ecosystem was assessed by using the indicators of the amount of startups, the support programs of innovation, technology parks and research and development (R&D) initiatives. The innovation output, productivity growth, and the economic performance indicators were selected as measures for national competitiveness. Collected data was analyzed foes describing and trend analysis.

For summarizing the development of digital economy and innovation indicators descriptive analysis was used and for recognizing trends and changes over time trend analysis was used. Results are reported in tables and figures to be compared with and interpreted. The conceptual framework is based on the assumption that the development of the digital economy improves the performance of innovation ecosystems, thus promoting better national competitiveness. The relationship serves as the basis for this study's analysis and interpretation of the empirical data.

Table 1. Variables and Indicators Used in the Study

Construct	Indicators	Data Sources
Digital Economy Development	Internet penetration, ICT infrastructure, digital payments, e-government services	World Bank, ITU, UNCTAD
Innovation Ecosystem	Startup activity, R&D initiatives, technology parks, innovation programs	IT Park Uzbekistan, WIPO
National Competitiveness	Innovation output, productivity growth, economic performance	World Bank, WIPO

Source: Compiled by the author based on World Bank (2024), ITU (2024), WIPO (2024), and IT Park Uzbekistan (2024).

RESULTS

3.1 Digital Economy Development in Uzbekistan

Uzbekistan's digitalization journey has made substantial strides since 2019, most notably in boosting ICTs' role in the economy. The digital transformation in Uzbekistan has made considerable progress in the period 2019-2024, especially in terms of increasing ICTs' contribution to the economy. Working on the strategy of Digital Uzbekistan – 2030 has positively influenced the access to the internet and to digital public services, the funding of information and communication technology (ICT) initiatives. The investments relating to digital infrastructure have enabled widening connectivity throughout the country, thereby improving opportunities for people's participation in the digital economy. The percentage of people who use the internet has increased significantly during the study period. There has been significant progress made in internet use and access to online services, with more individuals saying that they use the internet in 2024 (89.5%) than in 2019 (70.4%).

Likewise, in Uzbekistan, the performance on digital government has been improved. As per the figures released by the United Nations E-Government Survey, country's E-Government Development Index (EGDI) was 0.6665 in 2020, but on 2024 the country's rank went up to 63rd from 87th in 2020. These are part of the government's attempt to modernize public service and increase the delivery of services online.

Table 2. Selected Digital Economy Indicators in Uzbekistan (2019–2024)

Indicator	2019	2020	2021	2022	2023	2024
Internet Users (% of population)	70.4	71.1	76.6	83.9	89.0	89.5
E-Government Development	-	0.6665	-	0.7265	-	0.7999

Index (EGDI)						
Global EGDI Ranking	-	87	-	69	-	63

Source: World Bank (2024); UN E-Government Survey (2024).

Data illustrate that digital development indicators are continually improving moving forward. Internet usage has been growing at a very fast pace, indicating its increasing penetration of economic and social activities. Moreover, better performance of e-government services suggest improved access and efficiency of the services, which has a potential to create a more supportive business climate and overall institutional effectiveness.

3.2 Innovation Ecosystem Development

The results also show significant development of the Innovation Ecosystem in Uzbekistan. The country's ability to develop and commercialize Digital solutions has been boosted through Government policies that promote entrepreneurship and technological innovation. It Park Uzbekistan is especially becoming an important player in supporting the development of startups, exports of technological innovations and foreign investments in the ICT sector. The brand-new facts indicate that by 2024, more than 930 companies in Uzbekistan's IT Park had engaged in exporting of digital services, respectively, showing the progression of the internationalization of the technological sector in the country.

The number of technology based firms (TBs) and foreign firms working in the innovation ecosystem has also grown significantly. The development of these are a proof of effectiveness of the government policy aimed at stimulating innovation-powered engine of growth and digital entrepreneurship.

3.3 Digital Economy, Innovation Ecosystems, and National Competitiveness

The findings point to positive indicators between the development of the digital economy, innovation ecosystem performance and competitiveness. Earlier access to information and digital public services have lowered information and transaction costs, and helped to streamline business activities. Meanwhile, growing innovation-enablement institutions, like IT Park Uzbekistan, has led to an increased spirit of innovation and bolstered the country's technology industry. These happenings are part of the efforts of the country to be competitive, by improving productivity, carrying investment and participation in international digital markets.

The results reveal that digital transformation and development of innovation ecosystem act in a double-edged way and promote sustainable economic growth. Building and strengthening digital infrastructure, supporting mechanisms for the sectors, and the development of workers' and professionals' skills will therefore be crucial to keep Uzbekistan competitive in the changing digital economy.

DISCUSSION

The results show that the development of the digital economy and innovation ecosystem positively affect the competitiveness of the nation in Uzbekistan. The penetration of the Internet, introduction to digital public services and infrastructure of the ICTs reflect the country's progress in the field of digital transformation. These advancements have rendered better information available to

improve business practices, increased convenience and provided opportunities for innovation and entrepreneurship. The findings align with recent research by (OECD, 2024) and (Zhang et al, 2024) which have noted digitalization as a factor for innovation and competitiveness in the economy. Knowledge sharing and the access to and use of technology is enhanced through improved digital infrastructure, helping firms and institutions to increase productivity and innovation. Moreover, underlined role of innovation ecosystems in transformational force of digital investments into economic value, due to growth of the IT Park Uzbekistan and startup-supporting programs.

Digitalization and innovation are also reinforcing processes that are suggested in the study. Digital technologies are the base for a modernization of the economy, whereas innovation ecosystems enable new product and service development and commercialization. These all combine to bring about greater productivity, investment appeal and competitiveness for the nation. Luckily, though, there are indications that things are going well, but also challenges, such as low investments in R&D, the scarcity of highly skilled digital workers and the lack of funding opportunities from the venture capital community. Solving these challenges will play a pivotal role in maintaining competitiveness in longer-term and ensuring optimal benefits from the digital transformation in Uzbekistan.

CONCLUSION

The aim of this study was to investigate the correlation between development of a digital economy, innovation ecosystem and the national competitiveness of Uzbekistan. The findings demonstrate that digital infrastructure/Internet connectivity and e-government services have helped facilitate digital transformation in the country. Meanwhile, incubator institutions in support of innovation work, such as IT Park Uzbekistan, have helped to develop entrepreneurship and technologies. The findings suggest that the development of the digital Economy and digitization processes serve to advance the competitiveness of the nation by boosting productivity, fueling innovation and fostering a conducive environment for economic growth.

The results indicate the need to combine and place digitalization and innovation indicators on the agenda to enhance the country's future competitiveness. It is incumbent upon the policy makers to maintain investments in digital infrastructure, building digital skills, research and development and support for startups as a way to continue the progress. A comparative analysis of other Central Asian countries or application of econometric methods could be used in future studies to explore the role of digitalization, innovation, and competitiveness further.

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NOGIRONLIGI BO‘LGAN SAYYOHLAR UCHUN OPTIMAL MARSHRUTLARNI SHAKLLANTIRISHDA GIBRID GEOFAZOVIY SUN’IY INTELLEKT MODELLARI

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Annotatsiya. *Maqolada inklyuziv turizmni rivojlantirishda sun’iy intellektga (SI) asoslangan geofazoviy tavsiya tizimlarining roli inson markazli loyihalash tamoyillari asosida tahlil qilinadi. Tadqiqot ob’ekti — Navoiy viloyatining Xatirchi, Nurota va Qiziltepa tumanlarida joriy etilgan “Navoi Turism” platformasi (tourism-for-everyone.uz). Uning markaziy yechimi — foydalanuvchi ob’ektiga eng yaqin madaniy meros nuqtasini avtomatik aniqlovchi geofazoviy algoritm va kontentni inson nazoratidagi moderatsiyasini birlashtirgan gibrid modeldir. Natijalar SI’ning shaffof va inson nazoratidagi (“human-in-the-loop”) qo‘llanilishi nogironligi bo‘lgan sayyohlarning turizm resurslariga teng kirishini oshirishini ko‘rsatadi. Texnologik samaradorlik bilan ijtimoiy tenglikni muvozanatlovchi metodik yondashuv taklif etiladi.*

Kalit so‘zlar: *inklyuziv turizm, sun’iy intellekt, geofazoviy tavsiya tizimi, gibrid model, raqamli kirish imkoniyati (accessibility), inson markazli dizayn, madaniy meros, Navoiy viloyati.*

Аннотация. *Анализируется роль геопространственных рекомендательных систем на базе искусственного интеллекта (ИИ) в развитии инклюзивного туризма с позиций человекоориентированного проектирования. Объект исследования — платформа «Navoi Turism» (tourism-for-everyone.uz), внедрённая в Хатырчинском, Нуратинском и Кызылтепинском районах Навоийской области. Ключевое решение — гибридная модель, объединяющая геопространственный алгоритм определения ближайшего объекта историко-культурного наследия и модерацию контента под контролем человека. Результаты показывают, что прозрачное «человек-в-контуре» применение ИИ повышает равный доступ туристов с инвалидностью к региональным ресурсам. Предлагается подход, балансирующий технологическую эффективность и социальное равенство.*

Ключевые слова: *инклюзивный туризм, искусственный интеллект, геопространственная рекомендательная система, гибридная модель, цифровая доступность, человекоориентированный дизайн, культурное наследие, Навоийская область.*

Abstract. *This article analyzes AI-based geospatial recommendation systems for inclusive tourism through human-centered design principles. The research object is the “Navoi Turism” platform (tourism-for-everyone.uz), deployed across the Khatyrchi, Nurata, and Qiziltepa districts of the Navoi region. Its core solution is a hybrid model combining a geospatial algorithm that automatically identifies the nearest cultural heritage site relative to user-added content with a human-supervised moderation mechanism. The results show that transparent, human-in-the-loop AI significantly improves equitable access to regional tourism resources for travelers with disabilities. A methodological approach balancing technological efficiency with social equity is proposed.*

Keywords: *inclusive tourism, artificial intelligence, geospatial recommendation system, hybrid model, digital accessibility, human-centered design, cultural heritage, Navoi region.*

KIRISH

So‘nggi yillarda turizm sohasi raqamli transformatsiya va ijtimoiy inklyuzivlik talablarining kesishuvida rivojlanmoqda. Jahon sog‘liqni saqlash tashkiloti (JSST) ma’lumotlariga ko‘ra, dunyo aholisining qariyb 16 foizi sezilarli nogironlik bilan yashaydi [4]. Bu — turizm xizmatlarining “o‘rtacha sog‘lom sayyoh” uchun emas, balki **barcha uchun** loyihalanishi zarurligini ko‘rsatuvchi obyektiv talabdir. Nogironligi bo‘lgan sayyohlar (people with disability, PwD) bugungi kunda internetdan faol foydalanuvchi, ammo kirish imkoniyatiga oid aniq va ishonchli ma’lumotga eng muhtoj guruhlardan biri hisoblanadi [7]. Ayni shu ehtiyoj **zamon talabi** sifatida raqamli yechimlarni inklyuzivlik tamoyillari asosida qayta ko‘rib chiqishni taqozo etadi.

O‘zbekiston Respublikasida ushbu yo‘nalish davlat siyosati darajasida e’tirof etilgan. Xususan, O‘zbekiston Respublikasi Prezidentining **2024-yil 18-iyuldagi “Turizm sohasida kadrlar tayyorlash tizimini takomillashtirish chora-tadbirlari to‘g‘risida”gi PQ-269-son qarori** sohani zamonaviy texnologiyalar asosida rivojlantirishni nazarda tutadi [1]. Shuningdek, Oliy ta’lim, fan va innovatsiyalar vazirining **2026-yil 16-yanvardagi 11-son buyrug‘i** [2] hamda “Inklyuziv turizmni tashkil etishning metodik asoslarini ishlab chiqish (Navoiy viloyatining Xatirchi, Nurota va Qiziltepa tumanlari misolida)” mavzusidagi innovatsion loyiha (grant raqami: IL-9124093892) doirasida mintaqaviy inklyuziv turizmning raqamli asoslari ishlab chiqilmoqda [3]. Mazkur maqola ushbu loyihaning amaliy yechimi natijalariga tayanadi.

Nogironligi bo‘lgan sayyohlar uchun asosiy to‘siq ko‘pincha jismoniy emas, axborot bilan bog‘liq [8]. An’anaviy platformalar umumiy ma’lumot beradi; ochiq tizimlarda noto‘g‘ri kontent xavf tug‘diradi; ob’ekt atrofidagi meros bilan bog‘lanmaslik esa mintaqa salohiyatini to‘liq ochmaydi.

Ilmiy yangilik: geofazoviy avtomatik tavsiya (mashina) va inson nazoratidagi moderatsiya birlashtirilib, SI avtonom qaror qabul qiluvchi emas, balki inson nazorati ostidagi yordamchi (“human-in-the-loop”) sifatida ishlovchi gibrid model qo‘llanadi [11]. Maqolaning maqsadi — SI’ga asoslangan geofazoviy tavsiya tizimini inson manfaatlariga yo‘naltirilgan tarzda loyihalash metodikasini ishlab chiqish va “Navoi Turism” misolida asoslash.

ADABIYOTLAR TAHLILI

Inklyuziv turizm bo‘yicha ilmiy adabiyotda asosan uchta yo‘nalish ajralib turadi. Birinchisi — **kirish imkoniyati (accessibility) muhandisligi**, ya’ni muhitni nogironligi bo‘lgan foydalanuvchilar uchun moslashtirish. So‘nggi tadqiqotlar accessibilityni inklyuziv turizmning asosiy, dinamik sharti sifatida qayta kontseptuallashtirishni taklif etadi [6]. Domínguez Vila va Darcy esa saytlardagi kirish imkoniyati ma’lumotlari raqamli vositalar samaradorligini oshirishini, mavjud kontent ko‘pincha PwD ehtiyojlariga javob bermasligini va kirish imkoniyati turizm raqobatbardoshligining muhim omili ekanini ko‘rsatadi [7].

Ikkinchi yo‘nalish — **raqamli turizm va SI vositalari**: aqlli navigatsiya va moslashuvchan rejalashtirish orqali nogironligi bo‘lgan sayyohlarning mustaqilligi oshadi [5]. Uchinchi yo‘nalish — **mas’uliyatli SI (responsible AI)**: algoritmlarning ishonchliligi va shaffofligi [10] hamda SI tavsiyalarini oshkor qilib, inson–SI hamkorligini ta’minlash [11]. Ushbu yo‘nalishlar ko‘pincha alohida o‘rganiladi; tuman miqyosidagi madaniy meros kontekstida inklyuziv raqamli yechimlar kam tadqiq etilgan. Mazkur maqola shu bo‘shliqni — inklyuzivlik, geofazoviy SI va mintaqaviy merosni bir tizimda birlashtirib — to‘ldiradi.

TADQIQOT METODLARI VA MATERIALLAR

Tadqiqot **loyiha asosida ishlab chiqish (design-based research)** metodologiyasiga tayanadi: nazariy tamoyillar amaliy tizimga aylantiriladi va uning ishlashi tahlil qilinadi. Empirik material sifatida muallif tomonidan ishlab chiqilgan va Navoiy viloyatining Xatirchi, Nurota va Qiziltepa tumanlarida joriy etilgan **“Navoi Turism”** web-platformasi (tourism-for-everyone.uz) olingan.

Texnik arxitektura: server — Node.js/Express va MongoDB, mijoz — React; geofazoviy vizualizatsiya MapLibre orqali. Tizimga to‘rtta metodik tamoyil singdirilgan:

1. **Hududiy chegaralash.** Ma’lumot kiritish faqat loyiha qamrab olgan uch tuman bilan cheklanadi — bu mintaqaviy fokusni va ma’lumot aniqligini ta’minlaydi.
2. **Inson nazoratidagi moderatsiya.** Mehmonxona egalari va xizmat ko‘rsatuvchilar yuborgan kontent ommaga ko‘rinishidan oldin administrator tomonidan tasdiqlanadi — bu mas’ul insonga yakuniy qarorni qoldiruvchi xavfsizlik mexanizmi [12].
3. **Meros ob’ektlari ustuvorligi.** Tarixiy va madaniy meros nuqtalari faqat administrator tomonidan kiritiladi, bu ularning ishonchliligini kafolatlaydi.
4. **Geofazoviy avtomatik bog‘lash.** Yangi ob’ekt qo‘shilganda tizim eng yaqin meros nuqtasini avtomatik aniqlab taklif etadi.

Geofazoviy yaqinlikni aniqlash uchun ikki nuqta orasidagi sferik masofani hisoblovchi Haversine formulasidan foydalaniladi. Yer sirtidagi ikki koordinata (φ — kenglik, λ — uzunlik) orasidagi markaziy burchak yarmi sinusi orqali (1) ifoda bilan, masofa esa (2) ifoda bilan hisoblanadi:

$$a = sin\left(\frac{\Delta\varphi}{2}\right)^2 + cos\,\varphi_1 \cdot cos\,\varphi_2 \cdot sin\left(\frac{\Delta\lambda}{2}\right)^2 \quad (1)$$

$$d = 2R \cdot arcsin\left(\sqrt{a}\right) \quad (2)$$

bu yerda R — Yer radiusi (≈ 6371 km), $\Delta\varphi$, $\Delta\lambda$ — koordinatalar farqi, a — oraliq kattalik; tizim barcha nuqtalargacha d masofalarni hisoblab, eng yaqinini tavsiya etadi.

NATIJALAR

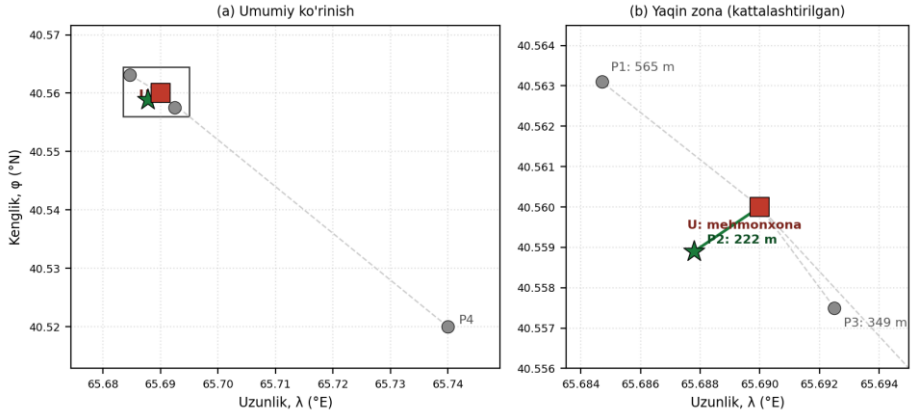
Tizimni loyihalash va sinov natijasida quyidagi asosiy natijalar olindi.

1. **Geofazoviy bog‘lash mintaqa salohiyatini ochib beradi.** Eng yaqin meros nuqtasini avtomatik tavsiya etish har bir xizmat ob’ektini madaniy kontekst bilan bog‘laydi; bu harakatlanishi cheklangan sayyoh uchun marshrutni rejalashtirishni osonlashtiradi.
2. **Inson nazoratidagi moderatsiya ishonch va xavfsizlikni oshiradi.** Kontentning administrator tasdig‘idan o‘tishi noto‘g‘ri ma’lumotlarning oldini oladi va kirish imkoniyatiga muhtoj sayyoh uchun ishonchli axborot muhitini ta’minlaydi.
3. **Hududiy chegaralash ma’lumot sifatini kafolatlaydi.** Faqat uch tuman doirasida ma’lumot qabul qilinishi platformani “aniq hudud haqida chuqur” qiladi — bu inklyuziv turizmda ishonchlilikning muhim shartidir.
4. **Ochiq texnologiyalar arzon yechim beradi.** Ochiq manbali stek (MapLibre, Node.js, MongoDB, React) tijoriy litsenziyasiz, moliyaviy barqaror raqamli infratuzilma yaratish imkonini beradi.

Algoritmning ishlashini namoyish etish uchun Nurota tumani hududidagi namunaviy koordinatalar bo‘yicha hisoblash o‘tkazildi. Foydalanuvchi qo‘shgan mehmonxona U ($\varphi = 40{,}5600°$; $\lambda = 65{,}6900°$) uchun to‘rtta meros nomzodigacha bo‘lgan Haversine masofalari hisoblanib, eng kichigi tavsiya etildi (1-jadval, 1-rasm). Eng yaqin nuqta — **P2 (Chashma majmuasi)**, 222 m; eng uzog‘i — P4, 6135 m.

1-jadval. Haversine masofasi bo‘yicha eng yaqin meros nuqtasini tanlash (namunaviy koordinatalar)

Meros nomzodi	φ (°N)	λ (°E)	d, m	Holat
Nurota qal’asi (P1)	40,5631	65,6847	565	rad etildi
Chashma majmuasi (P2)	40,5589	65,6878	**222**	**tanlandi**
Tarixiy masjid (P3)	40,5575	65,6925	349	rad etildi
Arxeologik yodgorlik (P4)	40,5200	65,7400	6135	rad etildi



1-rasm. Foydalanuvchi ob’ektiga (U) eng yaqin meros nuqtasini (P2) tanlash: (a) umumiy ko‘rinish, (b) yaqin zona

Eslatma: *1-jadval va 1-rasm algoritmning ishlash mantig‘ini namunaviy koordinatalarda ko‘rsatadi. Platformaning amaldagi to‘liq statistikasi (ro‘yxatdan o‘tgan ob’ektlar va meros nuqtalari soni, foydalanuvchilar dinamikasi) tegishli jadvalda keltirilishi va matnda havola qilinishi mumkin.*

MUHOKAMA

Natijalar muhim metodik xulosani tasdiqlaydi: **SI’ning qiymati uning avtonomligida emas, balki insonga xizmat qilish darajasida o‘lchanadi.** “Navoi Turism”da SI insonni qo‘llab-quvvatlashga yo‘naltirilgan: algoritm tavsiya beradi, yakuniy qarorni inson qabul qiladi — bu mas’uliyatli SI [10] va inson–SI hamkorligi modellariga [11] mos keladi va aynan gibrid (inson + mashina) yondashuvni ifodalaydi.

Ijtimoiy tenglik nuqtai nazaridan model raqamli tengsizlikni kamaytiradi: nogironligi bo‘lgan sayyohlarning teng ishtiroki internetdagi axborot sifatiga bevosita bog‘liq [9], ochiq va aniq ma’lumotga asoslangan platforma esa to‘siqlarni pasaytiradi. Bu inklyuzivlikning shunchaki texnik emas, **axloqiy va insonparvarlik** o‘lchovidir.

Cheklovlar: kirish imkoniyatining ayrim jihatlari (aravacha yo‘li, ekran o‘qish) hali to‘liq joriy etilmagan; natijalar bitta mintaqada olingan; inson nazoratining o‘zi ham sifat pasaysa xatoliklarga olib kelishi mumkin [11], shuning uchun moderatsiya aniq tartiblashtirilishi lozim.

XULOSA VA AMALIY TAVSIYALAR

Maqolada inklyuziv turizmda SI’ga asoslangan geofazoviy tavsiya tizimini inson manfaatlariga yo‘naltirilgan tarzda loyihalash metodikasi ishlab chiqildi va “Navoi Turism” misolida asoslandi. Asosiy xulosalar: geofazoviy avtomatik bog‘lash madaniy merosni xizmat ob’ektlari bilan bog‘lab, harakati cheklangan sayyohga to‘liqroq kontekst beradi; inson nazoratidagi moderatsiya

samaradorlikni ijtimoiy javobgarlik bilan muvozanatlaydi; ochiq texnologiyalar raqamli infratuzilmani moliyaviy barqaror qiladi.

Amaliy tavsiyalar: (a) hududiy platformalarni loyihalashda kirish imkoniyati ma'lumotlari (aravacha uchun yo'l, sanitariya tugunlari, dam olish nuqtalari) universal dizayn asosida boshlang'ich bosqichdayoq kiritilishi; (b) har qanday avtomatik tavsiya inson nazorati bilan qo'llanilib, SI yordami sifatida ochiq belgilanishi; (c) mahalliy davlat va jamoat tashkilotlari moderatsiyaga jalb etilib, ma'lumot ishonchliligi institutsional kafolatlanishi lozim.

Metodik xulosa: texnologiya insonni almashtirishi emas, insonga xizmat qilishi kerak — SI'ning muvaffaqiyati eng zaif foydalanuvchiga keltirgan foydasi bilan o'lchanadi.

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THE IMPORTANCE OF THE DEVELOPMENT OF DIGITAL INFRASTRUCTURE IN COMPETITIVE REGIONAL TOURISM

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Abstract. *This article analyzes the role and importance of digital economy infrastructure in increasing the competitiveness of regional tourism. It highlights that the use of information and communication technologies in the tourism sector, the widespread introduction of digital services, the development of e-commerce and online marketing tools serve to increase the tourism potential of regions. It also scientifically substantiates the impact of digital transformation on the quality of tourism services, tourist flows and regional economic development.*

Keywords*: tourism, digital economy, digital infrastructure, tourism competitiveness, e-services, innovations, information and communication technologies, digitalization.*

Annotatsiya. *Mazkur maqolada mintaqaviy turizm raqobatbardoshligini oshirishda raqamli iqtisodiyot infratuzilmasining o'rni va ahamiyati tahlil qilinadi. Turizm sohasida axborot-kommunikatsiya texnologiyalaridan foydalanish, raqamli xizmatlarni keng joriy etish, elektron tijorat va onlayn marketing vositalarining rivojlanishi hududlarning turistik salohiyatini oshirishga xizmat qilishi yoritilgan. Shuningdek, raqamli transformatsiyaning turizm xizmatlari sifati, turistlar oqimi va mintaqaviy iqtisodiy rivojlanishga ta'siri ilmiy jihatdan asoslab berilgan.*

Kalit so'zlar: *turizm, raqamli iqtisodiyot, raqamli infratuzilma, turizm raqobatbardoshligi, elektron xizmatlar, innovatsiyalar, axborot-kommunikatsiya texnologiyalari, raqamlashtirish.*

Introduction

In today's globalization and digitalization processes, the effective development of the tourism industry directly depends on the level of formation of the modern digital economy infrastructure. Digital technologies are creating new opportunities for the organization, management and promotion of tourist services, increasing the competitiveness of regions in the domestic and international tourism market. Therefore, the development of digital infrastructure in regions with tourism potential is of great importance.

Literature review

The importance of developing the digital economy infrastructure in increasing the competitiveness of regional tourism is important in that it serves not only as a decisive factor in improving the quality of tourist services, but also as a key factor in increasing the socio-economic potential of regions (Rakhimov Z.O., 2022).

The implementation of smart infrastructure, in particular IT monitoring systems and digital marketing tools, along with optimizing management processes, significantly improves the dynamics of tourist flows and indicators of regional economic development (Akromova M.S., 2025).

In addition, the introduction of electronic payment systems and online booking platforms based on international experience will serve to expand the volume of regional tourism exports (Mamurov S. 2025). Also, the systematic introduction of data analysis and innovative marketing

approaches will create an opportunity to increase the attractiveness of regional products in the international market and accurately forecast customer needs using digital technologies (Kurbanova, 2026). This technological transformation will serve as an important fulcrum in modernizing regional tourism policy and ensuring sustainable economic growth (Toshev, 2026).

Research and results

Digital economy infrastructure is understood as a set of technical, software and organizational tools that allow organizing economic activity based on digital technologies. It includes Internet networks, data centers, cloud technologies, electronic payment systems, mobile applications, artificial intelligence, big data (Big Data), block chain technologies and other innovative tools.

The development statistics of tourism sector in the national economy

	2019 y.	**2020 y.**	**2021 y.**	**2022 y.**	**2023 y.**	**2024 y.**
The share of gross value added created in tourism sectors in the country's GDP	8	6.7	7.5	8.7	9	9.2
Gross fixed capital formation in the tourism sector (by legal entities), billion sums	10037.7	8158.9	8243.3	11538.8	16394.4	23344.0

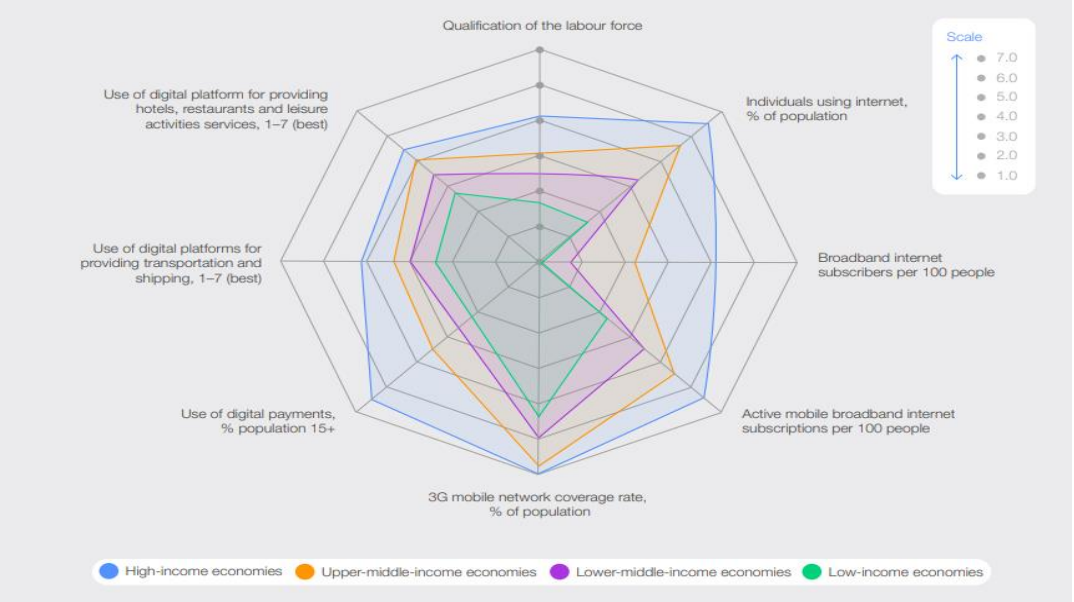
Source: The National Statsitics Committee of The Republic of Uzbekistan https://stat.uz/uz/rasmiy-statistika/national-accounts-2.

In the tourism sector, this infrastructure allows simplifying relations between tourists and service providers, providing fast and high-quality services, and increasing management efficiency. The development of digital infrastructure ensures transparency and openness of the tourism services market.

The tourism industry in developed countries is undergoing significant transformation due to digital advancements. Today, many travelers independently organize and reserve their trips using online travel agencies, search and meta-search platforms, as well as mobile applications and technologies. Travelers also increasingly share their experiences through social media, travel blogs, and review websites such as Tripadvisor. Recognizing these shifts in consumer behavior, most tourism-related businesses have adapted by introducing a range of digital and automated services. Nevertheless, certain developments—particularly the rise of online platforms that allow individuals to temporarily offer their homes, services, or other assets to tourists—have presented greater challenges for businesses and regulators to accommodate.

The competitiveness of regional tourism largely depends on the quality of services provided to tourists. Modern tourists demand convenient, fast and safe services. Digital technologies are an important tool in meeting these requirements.

Digital deference factors by income group average of economies



Source: Travel and Tourism Development index 2024, WEF. // https://www3.weforum.org/docs/WEF_Travel_and_Tourism_Development_Index_2024.pdf

For example, online booking systems allow you to book hotels, airline tickets, train tickets and excursions in advance. This allows tourists to save time and money. Electronic payment systems serve to carry out financial transactions safely and conveniently.

In addition, mobile applications and GPS technologies allow tourists to find destinations, get information about tourist attractions and plan routes. Digital maps, audio guides and virtual tours further enrich the travel experience of tourists.

In the digital economy, the bulk of marketing activities are moving to the online space. Websites, social networks, video platforms and search engines play an important role in promoting tourist destinations.

Today, most tourists search for information on the Internet before traveling. Therefore, the digital image and online appearance of regions directly affect their competitiveness. High-quality websites, professional photo and video materials, virtual 3D tours and active promotion on social networks are effective tools for attracting tourists.

Also, with the help of digital marketing tools, it is possible to identify the target audience and organize advertising campaigns tailored to them. As a result, marketing costs are optimized and advertising effectiveness increases.

The use of big data and artificial intelligence technologies in the tourism sector is creating new opportunities. By analyzing data on tourists' searches, purchases, travel destinations and interests, services can be individualized.

Chatbots based on artificial intelligence allow tourists to provide advice and information 24 hours a day. Recommendation systems offer users tourist attractions and services that are relevant to their interests.

Such technologies not only create convenience for tourists, but also increase the efficiency of tourism organizations. Data-based management decisions contribute to the rational use of tourism resources.

The development of the digital economy infrastructure creates broad opportunities for small businesses related to tourism. Hotels, family guesthouses, restaurants, transport companies and craftsmen can offer their services to the international market via the Internet.

Through e-commerce platforms and online booking systems, the number of customers increases, the export of services expands and incomes increase. This leads to the creation of new jobs in the regions, an increase in incomes of the population and an increase in economic activity.

The promotion of tourist attractions located in remote areas, in particular, via the Internet allows for the effective use of their economic potential.

In the future, digitalization processes in the tourism sector are expected to accelerate further. Virtual and augmented reality technologies, smart tourism, digital identification systems and artificial intelligence-based services are becoming the main directions of tourism development.

To develop digital infrastructure in the regions, it is important to expand Internet coverage, modernize information systems, increase digital literacy and support innovative projects. At the same time, it is possible to form a modern digital ecosystem in the tourism sector by strengthening public-private cooperation.

Conculision

In conclusion, the development of digital economy infrastructure is one of the important factors in increasing the competitiveness of regional tourism. Digital technologies improve the quality of tourism services, create a favorable environment for tourists, increase marketing efficiency and improve management processes. In addition, digitalization serves to develop local entrepreneurship, attract investments and create new jobs.

Therefore, the formation of modern digital infrastructure in regions with tourism potential, the introduction of innovative technologies and the acceleration of digital transformation processes remain one of the priority areas of regional economic development. The integration of the digital economy and tourism serves to strengthen the country's position in the international tourism market and ensure sustainable economic growth.

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SUN'IY INTELLEKTNI O'ZLASHTIRISH VA INKLYUZIV TURIZM TASHKILOTLARINING SAMARADORLIGI: HR-ANALITIKANING VOSITACHILIK ROLI

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Annotatsiya. *Ushbu tadqiqot sun'iy intellektni joriy etish (AI Adoption) va tashkilot samaradorligi (Organizational Performance) o'rtasidagi bog'liqlikni hamda HR analytics qobiliyatining vositachilik rolini o'rganadi. Nazariy asos sifatida Resource-Based View (RBV) va Dynamic Capabilities Theory tanlandi. 300 nafar respondent ishtirokida o'tkazilgan so'rovnoma ma'lumotlari PLS-SEM usuli yordamida tahlil qilindi. Natijalar AI Adoption HR analytics qobiliyatini sezilarli darajada oshirishini, HR analytics esa tashkilot samaradorligiga ijobiy ta'sir ko'rsatishini va AI bilan samaradorlik o'rtasidagi munosabatda muhim vositachi ekanligini tasdiqladi. Tadqiqot natijalari tashkilotlarda AI investitsiyalaridan yuqori samara olish uchun HR analytics va ma'lumotlarga asoslangan boshqaruvni rivojlantirish zarurligini ko'rsatadi.*

Kalit so'zlar: *sun'iy intellekt, HR analytics, tashkilot samaradorligi, vositachilik, PLS-SEM, raqamli transformatsiya.*

INTRODUCTION

Raqamli transformatsiya sharoitida sun'iy intellekt (AI) texnologiyalarini joriy etish tashkilotlarning samaradorligini oshirishning muhim omillaridan biriga aylandi. AI xodimlarni tanlash, baholash, rivojlantirish va ushlab qolish jarayonlarini avtomatlashtirish, ma'lumotlarni tahlil qilish va qaror qabul qilish sifatini yaxshilash imkonini beradi. Biroq mavjud tadqiqotlarda AI ning tashkilot samaradorligiga ta'siri bir xil emas: ba'zilari bevosita ijobiy ta'sirni ko'rsatsa, boshqalari bu bog'liqlikning kontekstga bog'liqligini ta'kidlaydi.

Ushbu tadqiqotning maqsadi – sun'iy intellektni joriy etish (AI Adoption) va tashkilot samaradorligi (Organizational Performance) o'rtasidagi bog'liqlikni hamda HR analytics qobiliyatining vositachilik rolini o'rganishdir. Tadqiqot Resource-Based View (RBV) va Dynamic Capabilities Theory nazariyalariga asoslanadi. RBV ga ko'ra, AI strategik resurs hisoblanadi, Dynamic Capabilities esa ushbu resurslarni samarali qobiliyatga aylantirish mexanizmini tushuntiradi.

Adabiyotlarda AI va tashkilot natijalari o'rtasidagi vositachi mexanizmlar yetarli o'rganilmagan. Mazkur tadqiqot ana shu bo'shliqni to'ldirishga qaratilgan bo'lib, empirik model orqali quyidagi gipotezalarni sinovdan o'tkazadi:

AI Adoption HR analytics qobiliyatiga ijobiy ta'sir ko'rsatadi;

HR analytics tashkilot samaradorligiga ijobiy ta'sir ko'rsatadi;

HR analytics AI Adoption va Organizational Performance o'rtasidagi munosabatda vositachilik rolini bajaradi.

METHODS

Mazkur tadqiqot sun'iy intellektni joriy etish (AI Adoption) va tashkilot samaradorligi (Organizational Performance) o'rtasidagi bog'liqlikni hamda HR analytics qobiliyatining vositachilik rolini o'rganishga qaratilgan. Tadqiqot pozitivistik paradigma va deduktiv yondashuv asosida amalga oshirildi. Nazariy asos sifatida Resource-Based View (RBV) va Dynamic Capabilities Theory tanlandi.

Tadqiqot dizayni kvantitativ va kesimiy (cross-sectional) bo'lib, ma'lumotlar so'rovnoma orqali yig'ildi. Namuna hajmi 300 nafar respondentni tashkil etdi (rahbarlar, HR menejerlari va raqamli transformatsiya bo'yicha mutaxassislar). Respondentlar ishlab chiqarish, xizmat ko'rsatish, IT va moliya sektorlaridagi tashkilotlardan tanlab olingan.

Asosiy konstruktsiyalar:

Sun'iy intellektni joriy etish (AI Adoption) – mustaqil o'zgaruvchi;

HR Analytics qobiliyati – vositachi o'zgaruvchi;

Tashkilot samaradorligi (Organizational Performance) – bog'liq o'zgaruvchi.

Barcha o'lchovlar Likert 5 ballik shkala asosida amalga oshirildi va adabiyotlarda validatsiyadan o'tgan shkalalardan moslashtirildi. Ma'lumotlar sifati Common Method Bias (Harman's Single Factor Test), multikollinearlik (VIF) va boshqa diagnostik testlar orqali tekshirildi.

Tahlil Partial Least Squares Structural Equation Modeling (PLS-SEM) usuli yordamida SmartPLS dasturida amalga oshirildi. Avval o'lchov modelining ishonchliligi (Cronbach's Alpha, Composite Reliability, AVE) va validligi (Fornell-Larcker, HTMT) baholandi. Keyin strukturaviy model sinovdan o'tkazilib, yo'l koeffitsiyentlari (β), t-qiymatlar, p-qiymatlar, R^2, f^2 va Q^2 ko'rsatkichlari hisoblandi. Vositachilik effekti bootstrapping (5000 resamples) usuli bilan tekshirildi. Natijalarning barqarorligini ta'minlash uchun robustlik va qo'shimcha tahlillar (MGA, sensitivity analysis) o'tkazildi.

RESULTS

Mazkur tadqiqot doirasida 300 nafar respondent ishtirok etgan so'rovnoma ma'lumotlari PLS-SEM usuli yordamida tahlil qilindi. Namuna tarkibida erkaklar 57,7%, ayollar 42,3% ni tashkil etdi. Respondentlarning asosiy qismi 30–39 yoshdagi mutaxassislar bo'lib, xizmat ko'rsatish (32,7%) va ishlab chiqarish (25,3%) sektorlari yetakchilik qildi.

Jadval 1. Namuna tavsifi

Ko'rsatkich	**Toifa**	**Soni**	**Ulushi (%)**
Jinsi	Erkak	173	57.7
Jinsi	Ayol	127	42.3
Yosh	20–29	82	27.3
Yosh	30–39	118	39.3
Yosh	40–49	71	23.7
Yosh	50 va undan yuqori	29	9.7
Sektor	Ishlab chiqarish	76	25.3
Sektor	Xizmat ko'rsatish	98	32.7
Sektor	IT	64	21.3
Sektor	Moliya	62	20.7
Korxona hajmi	Kichik	84	28.0
Korxona hajmi	O'rta	121	40.3

Korxona hajmi	Yirik	95	31.7

Deskriptiv statistika bo‘yicha AI Adoption o‘rtacha qiymati 3.89, HR Analytics – 3.72 va Organizational Performance – 3.95 ni tashkil etdi. Barcha o‘zgaruvchilar o‘rtasida musbat korrelyatsiya kuzatildi (0.523 dan 0.687 gacha).

O‘lchov modelining ishonchliligi va validligi yuqori darajada baholandi (Cronbach’s Alpha > 0.88, Composite Reliability > 0.91, AVE > 0.64). HTMT qiymatlari 0.85 dan past bo‘lib, diskriminant validlik tasdiqlandi.

Jadval 2. Deskriptiv statistika

O‘zgaruvchi	O‘rtacha qiymat	Standart og‘ish	Minimum	Maksimum
AI Adoption	3.89	0.76	1.33	5.00
HR Analytics	3.72	0.81	1.25	5.00
Organizational Performance	3.95	0.68	1.80	5.00

Strukturaviy model ko‘rsatkichlari:

R^2 (HR Analytics) = 0.420

R^2 (Organizational Performance) = 0.567

Q^2 = 0.372

Vositachilik effekti statistik jihatdan ahamiyatli ekanligi aniqlandi (indirect effect = 0.331). Robustlik tekshiruvlari (VIF, Common Method Bias, sensitivity analysis) modelning barqarorligini tasdiqladi.

DISCUSSION

O‘tkazilgan empirik tadqiqot natijalari sun’iy intellektni joriy etish (AI Adoption) va tashkilot samaradorligi (Organizational Performance) o‘rtasidagi ijobiy bog‘liqlikni tasdiqladi. Eng muhim natija shundaki, HR analytics qobiliyati ushbu munosabatda muhim vositachilik rolini bajaradi. AI Adoption HR analytics qobiliyatiga kuchli ijobiy ta’sir ko‘rsatishi (β = 0.648), HR analytics esa tashkilot samaradorligini sezilarli darajada oshirishi (β = 0.511) kuzatildi. Bilvosita ta’sir (indirect effect = 0.331) bevosita ta’sirdan (β = 0.214) ancha kuchli bo‘lib, HR analyticsning mexanizm sifatidagi ahamiyatini yaqqol ko‘rsatadi.

Ushbu natijalar Resource-Based View (RBV) va Dynamic Capabilities Theory nazariyalarini qo‘llab-quvvatlaydi. AI texnologiyalari strategik resurs bo‘lsa, HR analytics ularni samarali dinamik qobiliyatga aylantiruvchi mexanizm hisoblanadi. Natijalar mavjud adabiyotlardagi qarama-qarshiliklarni qisman hal qiladi: AI ning samaradorlikka ta’siri bevosita emas, balki analitik qobiliyatlar orqali amalga oshadi.

Ilmiy bo‘shliqlar va yangilik:

Ko‘pgina oldingi tadqiqotlar AI va samaradorlik o‘rtasidagi bevosita bog‘liqlikka e’tibor qaratgan bo‘lsa, mazkur ish HR analytics vositachiligini empirik jihatdan tasdiqlagan holda nazariy modelni boyitdi. PLS-SEM yondashuvi va robustlik tekshiruvlari natijalarning ishonchliligini oshirdi.

Natijalar rivojlanayotgan mamlakatlar kontekstida ham dolzarb bo‘lib, korxonalar raqobatbardoshligini oshirishda inson resurslari va raqamli texnologiyalarning integratsiyasi zarurligini ta’kidlaydi.

CONCLUSION

Mazkur tadqiqot sun'iy intellektni joriy etish (AI Adoption) va tashkilot samaradorligi (Organizational Performance) o'rtasidagi bog'liqlikni hamda HR analytics qobiliyatining vositachilik rolini empirik jihatdan o'rgandi. 300 nafar respondent ishtirokida o'tkazilgan PLS-SEM tahlili barcha gipotezalarni tasdiqladi: AI Adoption HR analytics qobiliyatini sezilarli darajada oshiradi ($\beta = 0.648$), HR analytics esa tashkilot samaradorligiga kuchli ijobiy ta'sir ko'rsatadi ($\beta = 0.511$). HR analyticsning vositachilik effekti (indirect effect = 0.331) ayniqsa muhim bo'lib, AI ning iqtisodiy samarasi asosan analitik qobiliyatlar orqali amalga oshishini ko'rsatdi.

Tadqiqotning nazariy hissasi RBV va Dynamic Capabilities nazariyalarini integratsiyalash orqali AI texnologiyalarining qiymat yaratish mexanizmlarini chuqurroq tushuntirishdan iborat. Empirik jihatdan esa HR analytics vositachiligini tasdiqlagan holda mavjud adabiyotlardagi bo'shliqlarni qisman to'ldirdi.

Amaliy tavsiyalar:

Tashkilotlar AI infratuzilmasiga investitsiya qilish bilan birga HR analytics tizimlari, ma'lumotlar sifati va ma'lumotlarga asoslangan qaror qabul qilish madaniyatini rivojlantirishlari zarur. Bu AI dan kutilgan samarani sezilarli darajada oshiradi. Davlat siyosati darajasida raqamli transformatsiya dasturlarida HR analytics va raqamli HR ko'nikmalarini qo'llab-quvvatlash muhim ahamiyatga ega.

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COMMUNITY EMPOWERMENT AND INCLUSIVE TOURISM FOR OPTIMIZING NATIONAL CULTURAL PARK DEVELOPMENT: EVIDENCE FROM XINGWEN NATIONAL CULTURAL PARK, CHINA

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Abstract. *National Cultural Parks have become an important policy instrument for heritage protection and tourism development in China, yet local residents often remain structurally disadvantaged in decision-making and benefit-sharing. Drawing on community empowerment theory, this paper examines how community disempowerment is manifested in Xingwen National Cultural Park and identifies practical pathways for more inclusive development. The study adopts a qualitative case-study design based on participant observation and 25 semi-structured in-depth interviews conducted in Jianwu Village in August 2023. The findings show that community disempowerment is expressed in four interconnected dimensions: economic, psychological, social, and political. While the park has created some employment and entrepreneurial opportunities, residents still face unstable income, weak self-efficacy, unequal access to infrastructure and benefits, and limited channels for participation in decision-making. In response, the paper proposes three empowerment pathways: educational empowerment, organizational-information empowerment, and institutional empowerment. The Xingwen case also offers lessons for cultural-heritage destinations in Central Asia, including Silk Road sites in Uzbekistan, where balancing heritage governance, tourism development, and local benefit-sharing remains equally important.*

Introduction

National Cultural Parks are not only projects of heritage conservation, but also governance spaces in which the state, market actors, and local communities must negotiate rights, responsibilities, and benefits. Existing studies show that community participation is crucial to the sustainable development of heritage tourism, yet

participation often remains symbolic when residents are merely informed rather than genuinely involved in planning and decision-making (Scheyvens, 1999; Zuo & Bao, 2008). In the Chinese context, this problem is particularly important because the development of National Cultural Parks is closely tied to public cultural rights, local livelihoods, and multi-stakeholder coordination (Liu, 2024; Geng & Zhang, 2022). Empowerment theory offers a useful analytical lens because it shifts attention from participation as a technical procedure to participation as a question of power, rights, voice, and benefit distribution (Wang & Zheng, 2015; Zuo & Bao, 2012).

This paper investigates Xingwen National Cultural Park in Jianwu Village, Sichuan Province, a representative case within the Long March National Cultural Park. The site combines revolutionary heritage, local culture, and rural tourism development. Since construction began in 2021, the park has generated new business opportunities for some households, but it has also produced tensions over employment, information access, infrastructure, and community voice. Against this background, this paper asks two questions: how is community disempowerment manifested in the development of Xingwen National Cultural Park, and how can community empowerment help optimize the development path of National Cultural Parks? 1

Methods

This study uses a qualitative case-study approach. Fieldwork was conducted in Jianwu Village in August 2023. Data were collected through participant observation and 25 semi-structured in-depth

interviews with town and village officials, visitor-centre staff, business owners, workers, students, and farmers aged 19 to 75. Interviews focused on residents' experiences and perceptions in the economic, psychological, social, and political domains of park development. All interviews were audio-recorded and later transcribed, producing a corpus of more than 60,000 Chinese characters. The materials were analysed through thick description, with repeated comparison between interview narratives and field observations in order to reconstruct the meanings residents attached to tourism development, community participation, and power relations.

No.	Gender	Age/years	Occupation
A01	Male	38	Member of the Town Government Party Committee
B02	Male	27	Deputy Head of the Village Committee
C03	Male	53	Member of the Village Committee
D04	Male	51	Head of the Visitor Centre
E05	Male	51	Security Guard at the Visitor Centre
F06	Female	21	Receptionist at the Visitor Centre
G07	Female	42	Grocery shop owner
H08	Female	19	University student
I09	Female	67	Resident of Jianwu (farmer)
J10	Male	43	Resident of Jianwu (farmer)
K11	Male	38	Resident of Jianwu (farmer)
L12	Male	56	Resident of Jianwu (farmer)
M13	Male	75	Jianwu resident (farmer)
N14	Male	61	Jianwu resident (farmer)
O15	Female	46	Snack bar owner
P16	Male	68	Fruit shop owner
Q17	Male	49	Worker
R18	Male	43	Worker
S19	Female	48	Grocery shop owner
T20	Female	52	Guesthouse owner
U21	Male	56	Guesthouse owner
V22	Male	37	Owner of a performing arts company
W23	Female	24	Resident of Jianwu (migrant worker)
X24	Male	65	Resident of Jianwu (farmer)
Y25	Female	71	Resident of Jianwu (farmer)

Results

Economic disempowerment coexists with limited economic empowerment. On the one hand, the park has brought some tourism-related employment and entrepreneurial opportunities. A guesthouse owner explained that team-building groups and institutional visits had increased local demand and that "we get over twenty tables a day" (U21). A snack-bar owner likewise noted that "we used to just do farm work, but now … we've rented a house … to sell snacks here" (O15). These

statements indicate that park construction has stimulated a degree of local economic participation. On the other hand, residents repeatedly stressed that the tourism market remained small, unstable, and unevenly distributed. A grocery shop owner stated that there was "no steady flow of visitors," so prepared goods often remained unsold (G07). Another respondent observed that "most of the workers are still brought in from outside," while local people are only hired for occasional odd jobs (V22). In this sense, local residents do not participate on equal terms in employment or business development. Economic opportunities exist, but they are limited, uncertain, and insufficiently shared.

Psychological disempowerment is equally evident. Some residents reported that

the development of the Long March National Cultural Park had deepened their knowledge of revolutionary history and strengthened local pride. One respondent stated that the project had "enhanced people's awareness of the Long March" and deepened their understanding of "the revolutionary spirit" (P16). This suggests that heritage-based tourism can generate symbolic value for the community by reinforcing historical memory and local identity. Yet many interviewees also displayed low self-efficacy and weak recognition of the tourism value of their own community. One resident asked, "What's there for others to see? This street has no sightseeing value" (L12). Another stated, "Why would they ask us ordinary folk? We know nothing" (Q17). Such responses reveal that some residents do not perceive themselves as capable actors in tourism development. The problem is not only a lack of skills, but also a lack of confidence in their own knowledge, rights, and ability to influence public affairs.

Social disempowerment appears in both community relations and everyday infrastructure. Some residents appreciated landscape improvement and new leisure spaces, describing the park as "a good thing" because it gave local people somewhere to go after meals and in their spare time (X24). These improvements show that park construction can enhance the public environment and offer local communities new social spaces. However, social tensions have also become increasingly visible. Respondents complained that the benefits of redevelopment were concentrated on "Red Army Street," while other parts of the village were neglected. A resident on the lower street argued that "the street up there and our street are worlds apart" and that tourists mostly visited the upper section, leaving goods on the lower street unsold (J10). Infrastructure conflict was also severe. Residents reported long-standing shortages of water and noted that park development had aggravated the problem, even rendering tourist toilets unusable and forcing visitors to rely on private household toilets (H08). These accounts show that unequal spatial planning and resource allocation can undermine community cohesion and directly interfere with residents' daily lives.

Political disempowerment is perhaps the most structural problem. Residents were

usually informed that the park would be built through formal meetings, but many felt that information-sharing ended there. One interviewee remarked that villagers "were told at the very beginning that this was going to be built, but we haven't heard anything since." Another stated that there was currently "no organisation for villagers to express their views or communicate" (N14). Although some information was conveyed through Party-member meetings and villagers' representative assemblies, residents did not feel that they had real channels to influence decisions. This suggests that local people remain politically voiceless in relation to major development decisions. They are treated more as passive recipients than as co-governors of the destination. Without stable channels for consultation, complaint, or negotiation, residents cannot effectively shape tourism planning, monitor implementation, or defend their interests. Political disempowerment also

worsens other forms of disempowerment because it prevents communities from addressing unequal benefit distribution, information asymmetry, and everyday conflicts through legitimate institutional means.

Discussion

The Xingwen case shows that community disempowerment in National Cultural Park development is multidimensional. Economic, psychological, social, and political forms of disempowerment reinforce one another: unstable benefits weaken confidence, weak confidence reduces participation, and limited participation exacerbates unequal planning outcomes and mistrust. For this reason, policy responses must go beyond short-term income generation and address the deeper governance conditions of community participation. This is precisely why community empowerment should be treated not as a supplementary slogan, but as a core principle of National Cultural Park governance.

Three empowerment pathways are especially important. First, educational empowerment should improve tourism skills, legal awareness, and residents' understanding of both heritage value and tourism impacts. This can strengthen self-efficacy, allow residents to recognize their rights, and improve their ability to participate in tourism-related employment and negotiation. Second, organizational-information empowerment should create transparent communication mechanisms linking government departments, village organizations, enterprises, and residents. Regular briefings, public forums, and designated community liaisons can reduce information asymmetry and make tourism governance more transparent. Third, institutional empowerment should establish stable mechanisms for participation and benefit-sharing, including clearer legal safeguards for local rights, more formalized procedures for consultation, and community-based governance arrangements capable of representing residents' interests over the long term. In the Chinese context, such measures are especially important because empowerment depends not only on willingness to participate, but also on whether institutions genuinely protect participation rights and distributive justice (Zuo & Bao, 2012).

This case also has relevance beyond China. UNESCO describes Samarkand as a "crossroad" and "melting pot" of world cultures, and the transnational Silk Roads: Zarafshan-Karakum Corridor as a heritage space that requires coordinated management, information-sharing, monitoring, and site-specific management planning. These descriptions suggest that major cultural-heritage destinations in Uzbekistan and wider Central Asia face governance challenges similar to those identified in Xingwen: multi-level coordination, uneven benefits, and the need to align conservation with local livelihoods. The Xingwen findings therefore suggest that resident training, transparent communication, and fairer institutional arrangements are not only important for China's National Cultural Parks, but also relevant to Silk Road heritage destinations pursuing more inclusive tourism development. Overall, community participation in heritage tourism cannot remain symbolic. Sustainable development requires communities to be informed, organized, represented, and institutionally protected as genuine stakeholders.

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RAQAMLI IQTISODIYOT SHAROITIDA BOSHQARUV TIZIMLARINI RIVOJLANTIRISHNING NAZARIY VA METODOLOGIK ASOSLARI

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Annotatsiya. *Mazkur maqolada raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirishning nazariy va metodologik asoslari tahlil qilinadi. Zamonaviy iqtisodiyot sharoitida axborot-kommunikatsiya texnologiyalarining jadal rivojlanishi boshqaruv tizimlarini modernizatsiya qilish zaruratini yuzaga keltirmoqda. Tadqiqot jarayonida raqamli transformatsiya jarayonlarining boshqaruv tizimlariga ta'siri, shuningdek, boshqaruv jarayonlarini takomillashtirishda raqamli texnologiyalar va sun'iy intellektdan foydalanish imkoniyatlari o'rganildi. Natijalar shuni ko'rsatdiki, raqamli texnologiyalarni boshqaruv tizimlariga joriy etish tashkilotlarda qaror qabul qilish jarayonini tezlashtiradi, boshqaruv samaradorligini oshiradi hamda resurslardan samarali foydalanish imkonini yaratadi. Shuningdek, maqolada raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirishning konseptual yondashuvlari va metodologik jihatlari asoslab berilgan.*
Kalit so'zlar: *raqamli iqtisodiyot, boshqaruv tizimi, raqamli transformatsiya, sun'iy intellekt, axborot texnologiyalari.*

Kirish.

O'zbekiston Respublikasida ham iqtisodiyot tarmoqlarini raqamlashtirish davlat siyosatining ustuvor yo'nalishlaridan biri hisoblanadi. Xususan, O'zbekiston Respublikasi Prezidentining 2020-yil 6-oktabrdagi PF-6079-sonli farmoni bilan tasdiqlangan "Raqamli O'zbekiston – 2030" strategiyasi mamlakat iqtisodiyotini raqamlashtirish, zamonaviy axborot-kommunikatsiya texnologiyalarini keng joriy etish hamda davlat boshqaruvi va iqtisodiy jarayonlarni modernizatsiya qilishga qaratilgan muhim strategik hujjat hisoblanadi.[1] Ushbu strategiya doirasida raqamli infratuzilmani rivojlantirish, davlat xizmatlarini raqamlashtirish, iqtisodiyotning turli tarmoqlarida innovatsion texnologiyalarni joriy etish hamda raqamli xizmatlar bozorini kengaytirish bo'yicha keng ko'lamli islohotlar amalga oshirilmoqda.

Mazkur strategiya doirasida davlat boshqaruvi, sanoat, moliya, ta'lim, sog'liqni saqlash va boshqa sohalarda raqamli texnologiyalarni keng joriy etish orqali iqtisodiyotning raqobatbardoshligini oshirish maqsad qilib qo'yilgan. Shuningdek, iqtisodiyot tarmoqlarida sun'iy intellekt, katta ma'lumotlar (Big Data), bulutli texnologiyalar hamda elektron boshqaruv tizimlarini joriy etish orqali boshqaruv jarayonlarining samaradorligini oshirish muhim vazifalardan biri sifatida belgilangan.

Bundan tashqari, raqamli iqtisodiyot sharoitida davlat va xususiy sektor faoliyatida zamonaviy boshqaruv tizimlarini shakllantirish, ma'lumotlar almashinuvi jarayonlarini tezlashtirish hamda boshqaruv qarorlarini qabul qilishda axborot texnologiyalaridan samarali foydalanish dolzarb ahamiyat kasb etmoqda. Shu sababli raqamli transformatsiya jarayonlarida boshqaruv tizimlarini

modernizatsiya qilish va ularning nazariy hamda metodologik asoslarini o‘rganish ilmiy jihatdan muhim masalalardan biri hisoblanadi.

Metodlar (tadqiqot usullari). Mazkur tadqiqotda raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirishga ta’sir etuvchi omillarni baholash maqsadida ekspert baholash va Analitik Ierarxiya Jarayoni (AHP) usulidan foydalanildi. Tadqiqotda raqamli iqtisodiyot, axborot texnologiyalari va boshqaruv sohasida faoliyat yurituvchi 15 nafar ekspert ishtirok etdi.

Mezonlarning ustuvorlik darajasini aniqlash uchun AHP usuli asosida juft taqqoslash matritsasi shakllantirildi va normallashtirilgan og‘irlik koeffitsientlari hisoblandi.1. Mezonlarning normallashtirilgan og‘irlik koeffitsienti:

$$Wi = wi / \Sigma wi$$

Bu yerda: Wi – i-mezonning normallashtirilgan og‘irligi; wi – ekspert baholari asosida aniqlangan qiymat; Σwi – barcha mezonlar qiymatlarining yig‘indisi.

2. Muvofiqlik indeksi (CI):

$$CI = (\lambda max - n) / (n - 1)$$

Bu yerda: λmax – juft taqqoslash matritsasining maksimal xos qiymati;

n – mezonlar soni.

3. Muvofiqlik koeffitsienti (CR):

$$CR = CI / RI$$

Bu yerda:CI – muvofiqlik indeksi;RI – tasodifiy indeks.

AHP metodologiyasiga ko‘ra, agar CR < 0,10 bo‘lsa, ekspert baholari ishonchli deb hisoblanadi.

Tadqiqotda tizimli yondashuv, qiyosiy tahlil, ekspert baholash, AHP usuli, statistik guruhlash va mantiqiy umumlashtirish usullaridan foydalanildi.

Natijalar

Tadqiqot davomida raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirishga ta’sir etuvchi omillar ekspert baholash va Analitik Ierarxiya Jarayoni (AHP) usuli asosida tahlil qilindi. Dastlab ilmiy adabiyotlar tahlili hamda ekspertlar fikrlari asosida boshqaruv tizimlari samaradorligiga ta’sir etuvchi beshta asosiy mezon shakllantirildi: ma’lumotlarga asoslangan boshqaruv, qaror qabul qilishni avtomatlashtirish, raqamli texnologiyalarni integratsiyalash, axborot oqimlarini boshqarish va boshqaruv jarayonlarining shaffofligini ta’minlash.

Ekspertlar tomonidan amalga oshirilgan juft taqqoslash natijalari AHP metodologiyasi asosida qayta ishlanib, mezonlarning normallashtirilgan og‘irlik koeffitsientlari hisoblandi.

1-jadval

Raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirish omillarining ustuvorlik darajalari

Omillar	Og‘irlik koeffitsienti	Ulushi (%)
Ma’lumotlarga asoslangan boshqaruv	0,31	31
Qaror qabul qilishni avtomatlashtirish	0,26	26
Raqamli texnologiyalarni integratsiyalash	0,19	19
Axborot oqimlarini boshqarish	0,15	15
Shaffoflikni ta’minlash	0,09	9
Jami	**1,00**	**100**

Hisob-kitob natijalariga ko‘ra, ma’lumotlarga asoslangan boshqaruv eng muhim omil sifatida baholanib, umumiy ustuvorlikning 31 foizini tashkil etdi. Ushbu natija boshqaruv qarorlarini qabul qilishda Big Data, Business Intelligence va analitik platformalardan foydalanish samaradorlikni sezilarli darajada oshirishini ko‘rsatadi. Qaror qabul qilishni avtomatlashtirish mezoni 26 foizlik natija bilan ikkinchi o‘rinni egalladi. Bu holat sun’iy intellekt, ekspert tizimlari va avtomatlashtirilgan boshqaruv texnologiyalaridan foydalanish tashkilotlar faoliyatida muhim ahamiyat kasb etayotganligini tasdiqlaydi. Raqamli texnologiyalarni integratsiyalash omili 19 foiz natija qayd etdi. Bu esa ERP, CRM, korporativ axborot tizimlari va raqamli platformalarning boshqaruv jarayonlaridagi ahamiyati ortib borayotganligini ko‘rsatadi. Tadqiqot davomida raqamli texnologiyalarni boshqaruv tizimlariga joriy etish natijasida yuzaga keladigan tashkiliy va iqtisodiy samaradorlik ko‘rsatkichlari ham baholandi.

2-jadval

Raqamli boshqaruv tizimlarini joriy etish natijasida kutilayotgan samaradorlik ko‘rsatkichlari

Ko‘rsatkichlar	O‘zgarish (%)
Qaror qabul qilish tezligining oshishi	+28
Operatsion xarajatlarning kamayishi	-18
Boshqaruv xatolarining qisqarishi	-22
Mehnat unumdorligining oshishi	+24
Resurslardan foydalanish samaradorligining oshishi	+18
Axborot almashinuvi tezligining oshishi	+31

Natijalar shuni ko‘rsatdiki, raqamli boshqaruv texnologiyalarini joriy etish natijasida axborot almashinuvi tezligi 31 foizga, qaror qabul qilish tezligi esa 28 foizga oshishi mumkin. Mazkur holat tashkilotlarning tashqi muhitdagi o‘zgarishlarga tezkor moslashuvchanligini kuchaytiradi. Operatsion xarajatlarning 18 foizga qisqarishi va boshqaruv xatolarining 22 foizga kamayishi boshqaruv jarayonlarini avtomatlashtirishning iqtisodiy samaradorligini tasdiqlaydi. Mehnat unumdorligining 24 foizga ortishi esa raqamli texnologiyalarni boshqaruv tizimlariga integratsiyalash natijasida xodimlarning funksional yuklamasi optimallashishini ko‘rsatadi. AHP metodologiyasi asosida ekspert baholarining ishonchliligi ham tekshirildi. Hisoblash natijalariga ko‘ra muvofiqlik koeffitsienti CR = 0,08 ni tashkil etdi. Mazkur ko‘rsatkich 0,10 dan kichik bo‘lganligi sababli ekspert baholari o‘zaro mos va natijalar ishonchli deb topildi.

Tadqiqotimiz natijalari raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirishda ma’lumotlarga asoslangan boshqaruv, qaror qabul qilishni avtomatlashtirish va raqamli texnologiyalarni integratsiyalash ustuvor yo‘nalishlar ekanligini ko‘rsatdi. Ushbu omillar tashkilotlarning raqobatbardoshligini oshirish, boshqaruv samaradorligini yaxshilash va resurslardan foydalanish darajasini optimallashtirishga xizmat qiladi.

Muhokama

Tadqiqot natijalari raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirishda ma’lumotlarga asoslangan boshqaruv, qaror qabul qilishni avtomatlashtirish va raqamli texnologiyalarni integratsiyalash muhim ahamiyatga ega ekanligini ko‘rsatdi. AHP usuli yordamida aniqlangan ustuvorlik darajalari zamonaviy ilmiy tadqiqotlar natijalari bilan mos keladi. Ma’lumotlarga asoslangan boshqaruv omilining eng yuqori natijani qayd etishi (31%) boshqaruv qarorlarini qabul qilishda Big Data va analitik tizimlardan foydalanishning ahamiyati ortib borayotganligini tasdiqlaydi. Qaror qabul qilishni avtomatlashtirish omilining yuqori baholanishi esa

sun'iy intellekt va raqamli texnologiyalar boshqaruv samaradorligini oshirishda muhim rol o'ynashini ko'rsatadi.

Tadqiqot davomida raqamli boshqaruv texnologiyalarini joriy etish natijasida qaror qabul qilish tezligi oshishi, operatsion xarajatlar kamayishi va mehnat unumdorligi ortishi mumkinligi aniqlandi. Bu natijalar OECD, World Bank hamda boshqa xalqaro tadqiqotlar xulosalari bilan mos keladi. Tadqiqot ekspert baholash usuliga asoslanganligi sababli ayrim natijalarda subyektivlik mavjud bo'lishi mumkin. Kelgusida ushbu yo'nalishda amaliy ma'lumotlar va iqtisodiy-matematik modellar asosida qo'shimcha tadqiqotlar olib borish maqsadga muvofiq hisoblanadi.

Raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirishda ma'lumotlarga asoslangan boshqaruv, boshqaruv jarayonlarini avtomatlashtirish va raqamli texnologiyalarni keng joriy etish tashkilotlar samaradorligini oshirishning asosiy omillari hisoblanadi.

Xulosa

Mazkur tadqiqotda raqamli iqtisodiyot sharoitida boshqaruv tizimlarini rivojlantirishning nazariy va metodologik asoslari o'rganildi hamda boshqaruv samaradorligiga ta'sir etuvchi asosiy omillar baholandi. Tadqiqot davomida ekspert baholash va Analitik Ierarxiya Jarayoni (AHP) usuli yordamida boshqaruv tizimlarini rivojlantirishning ustuvor yo'nalishlari aniqlandi. Tahlil natijalariga ko'ra, ma'lumotlarga asoslangan boshqaruv, qaror qabul qilishni avtomatlashtirish va raqamli texnologiyalarni integratsiyalash boshqaruv tizimlari samaradorligini oshirishga eng katta ta'sir ko'rsatuvchi omillar ekanligi aniqlandi. Shuningdek, raqamli texnologiyalarni boshqaruv jarayonlariga joriy etish qaror qabul qilish tezligini oshirish, operatsion xarajatlarni kamaytirish va mehnat unumdorligini yaxshilash imkonini berishi asoslandi.

Tadqiqot natijalari raqamli iqtisodiyot sharoitida zamonaviy boshqaruv tizimlarini shakllantirishda ma'lumotlarga asoslangan yondashuvlar va raqamli texnologiyalardan samarali foydalanish muhim ahamiyat kasb etishini ko'rsatdi. Shu nuqtai nazardan, tashkilotlarda raqamli transformatsiya jarayonlarini jadallashtirish va boshqaruv tizimlarini takomillashtirish bo'yicha kompleks choralarni amalga oshirish maqsadga muvofiqdir.

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DEVELOPMENT OF AN INTELLECTUAL SYSTEM FOR PREDICTING PRICES IN THE HOUSING MARKET BASED ON DATA FROM DIGITAL PLATFORMS

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Annotation. *The conceptual and methodological foundations of an intelligent system aimed at predicting housing prices based on data from digital platforms are studied. The research substantiates the scientific and practical significance of price forecasting using hedonic approaches, spatial factors, machine learning algorithms, and interpretive artificial intelligence tools.*
Keywords: *digital platforms, housing prices, prediction, intelligent system, machine learning, hedonic model, geolocation, interpretable artificial intelligence.*
Аннотация*. В работе исследуются концептуальные и методологические основы интеллектуальной системы, предназначенной для прогнозирования цен на жилье на основе данных с цифровых платформ. Исследование сосредоточено на методах производства, пространственного анализа, машинного обучения и научных исследований.*
Ключевые слова: *Цифровые платформы, цены на жилье, прогнозирование, интеллектуальные системы, машинное обучение, гедонистическая модель, геолокация, интерпретируемый искусственный интеллект.*
Anotatsiya. *Raqamli platformalar ma’lumotlari asosida uy-joy narxlarini bashoratlashga yo‘naltirilgan intellektual tizimning konseptual-metodologik asoslari tadqiq etiladi. Tadqiqotda gedonik yondashuv, fazoviy omillar, mashinaviy o‘rganish algoritmlari va izohlanuvchan sun’iy intellekt vositalari orqali narx prognozining ilmiy-amaliy ahamiyati asoslanadi.*
Kalit so‘zlar: *Raqamli platformalar, uy-joy narxlari, bashoratlash, intellektual tizim, mashinaviy o‘rganish, gedonik model, geolokatsiya, izohlanuvchan sun’iy intellekt.*

INTRODUCTION

The housing market is a strategically important sector of the national economy, where prices are determined by a combination of structural, spatial, and socio-economic factors. The rapid expansion of digital platforms has created new opportunities for collecting large-scale housing data, including listing prices, property characteristics, geolocation, and descriptive information. These data enable more timely market monitoring and improve the application of machine learning techniques for housing price prediction.

The aim of this study is to develop the conceptual and methodological foundations of an intelligent system for predicting housing prices based on digital platform data. To achieve this objective, the study reviews existing scientific approaches, identifies the role of platform-based data and spatial attributes, and proposes a conceptual framework integrating data collection, processing, prediction models, and interpretable outputs. The proposed approach is expected to support more reliable and transparent housing price forecasting in the context of Uzbekistan.

Literature Review

The hedonic model provides the principal theoretical foundation for explaining housing prices by relating property value to its structural and locational attributes [10].

However, traditional regression models have limited ability to capture complex nonlinear relationships among housing characteristics. Recent studies demonstrate that machine learning algorithms improve prediction accuracy while emphasizing the need to balance predictive performance with model interpretability [8].

Overall, the literature indicates that integrating hedonic theory with machine learning methods provides a stronger foundation for developing intelligent housing price prediction systems based on digital platform data.

Overall, the literature demonstrates that hedonic models provide the theoretical basis for attribute selection, while regression and ensemble methods improve prediction performance. Digital platform and spatial data enhance market representation, and explainable artificial intelligence increases the transparency and reliability of prediction results. These complementary approaches together form the conceptual foundation of an intelligent housing price prediction system based on digital platform data.

The literature indicates that intelligent housing price prediction systems should integrate hedonic theory, machine learning models, digital platform data, spatial information, and explainable artificial intelligence into a unified analytical framework. Platform data provide timely market signals through online listings, web scraping, and textual information, thereby improving regional market monitoring and reducing the lag of official statistics [3].

Previous studies also confirm that spatial characteristics, including transport accessibility, infrastructure, and neighborhood conditions, significantly improve prediction accuracy and should be incorporated into intelligent forecasting models [4]. In Uzbekistan, however, existing studies mainly emphasize real estate valuation, cadastral systems, and institutional regulations, while the integration of digital platform data, geospatial information, and interpretable artificial intelligence remains insufficiently developed [1]. This gap highlights the need for an integrated intelligent system tailored to the national housing market.

The reviewed literature indicates that existing studies provide complementary perspectives on housing price prediction. Hedonic and machine learning approaches establish the theoretical and methodological basis, while platform data and spatial models improve prediction accuracy through timely market and location information. In Uzbekistan, however, research mainly focuses on valuation practices and institutional issues, whereas the integration of digital platform data, geospatial information, and explainable artificial intelligence remains limited. This gap justifies the development of an integrated intelligent housing price prediction system tailored to the national context.

The literature indicates that international studies mainly emphasize predictive models and information technologies, whereas local studies focus on real estate valuation and the institutional framework of the cadastre. This difference highlights the need to integrate platform data, geospatial information, and explainable models into a unified intelligent system for the housing market of Uzbekistan.

This generalization directly links the literature review to the methodology. The following diagram shows the scientific logic, from theoretical framework to data integration, model selection, evaluation, and interpretive results.

Research Methodology.

The study focuses on housing listings obtained from digital platforms and the application of artificial intelligence methods for price prediction. The dataset includes listing prices, property attributes, geolocation, cadastral information, and infrastructure indicators. Although platform data provide rich and timely information, they require validation because of duplicate listings, incomplete attributes, and differences between listing and transaction prices [6].

The proposed methodology integrates structural, spatial, and temporal features into the prediction process. Previous studies confirm that location, accessibility, and neighborhood characteristics significantly improve model performance [9]. After data preprocessing and feature engineering, regression, Random Forest, Gradient Boosting, XGBoost, LightGBM, and neural network models are evaluated using MAE, RMSE, MAPE, and R^2 metrics [8]. The intelligent system consists of data collection, preprocessing, model training, and interpretable prediction layers, providing transparent and reliable housing price estimates for the Uzbekistan market [1].

Discussion and Key Findings

The analysis indicates that digital platform data enable timely monitoring of housing market dynamics and provide richer information than official statistics, particularly at the micro-area level [3;6]. In addition to structural property attributes, spatial characteristics such as accessibility, infrastructure, and neighborhood conditions substantially improve prediction accuracy and should be incorporated into intelligent forecasting models [9].

The findings also suggest that model selection should balance predictive accuracy with interpretability. Ensemble and deep learning methods enhance forecasting performance, whereas explainable artificial intelligence increases the transparency and practical applicability of prediction results [5;7]. In the context of Uzbekistan, the effectiveness of an intelligent housing price prediction system depends not only on algorithm selection but also on the integration of digital platform data with cadastral, statistical, and institutional information systems [1].

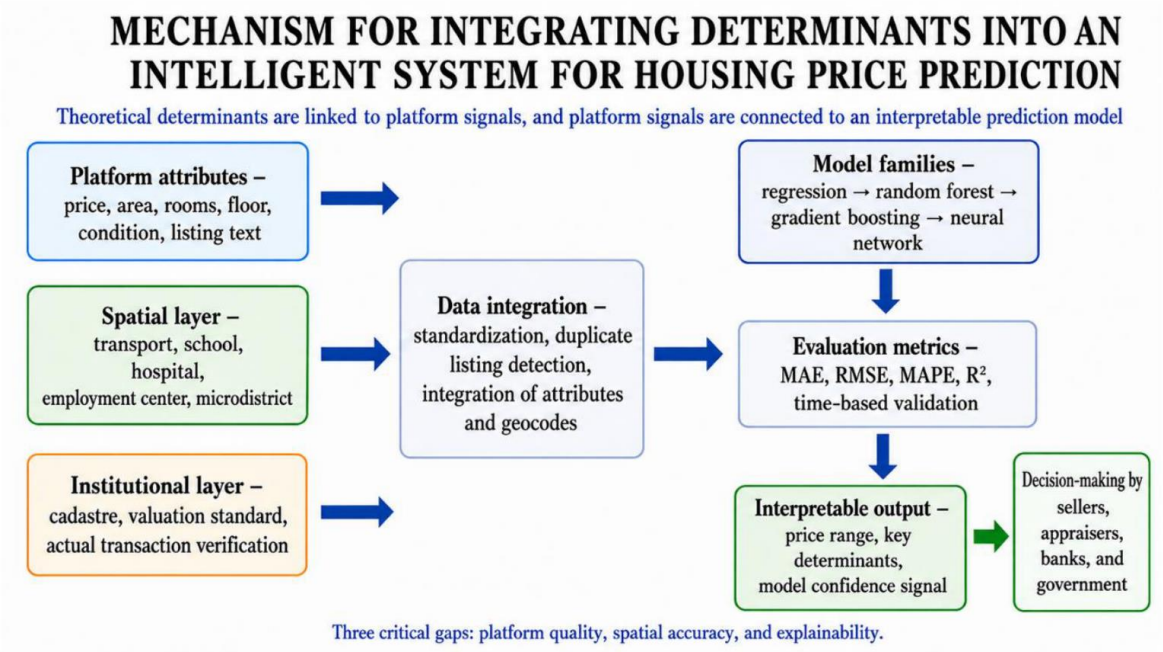


Figure 1.1. Mechanism for integrating determinants into an intelligent system for predicting housing prices

Figure 1.1 illustrates the proposed intelligent housing price prediction framework, integrating platform data, spatial information, and institutional sources into a unified decision-support system. The framework combines data integration, model evaluation, and interpretable prediction to support buyers, sellers, appraisers, financial institutions, and policymakers.

Since listing prices may differ from actual transaction values, the system requires continuous validation using verified market data and periodic model retraining to ensure prediction accuracy under changing market conditions.

Conclusion and Recommendations

The results of the study show that digital platforms are a source of high-frequency, attribute-rich, and spatially fine-grained data that can be used to analyze the housing market and predict prices. Machine learning models, especially tree-based ensemble algorithms, capture complex nonlinear relationships better than traditional regression. However, model accuracy alone is not enough. Data cleaning, improving the quality of geolocation, standardizing platform attributes, choosing the right error criteria, and interpreting the results determine the reliability of an intelligent system [7].

In the conditions of Uzbekistan, it is advisable to form a standardized database of housing advertisements, enter platform attributes in a mandatory format, and link geolocation and infrastructure data to the model. In the future, such a system could become a scientific and practical platform that would be tested with real transactions, explained through interpretation methods such as SHAP, and integrated with valuation practice.

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AI-DRIVEN TRANSFORMATION OF THE DIGITAL ECONOMY: INNOVATION, COMPETITION, AND STRATEGIC OPPORTUNITIES IN EMERGING MARKETS

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Abstract. *AI is rapidly reshaping the global economy, offering transformative opportunities across sectors. This article examines how AI-driven innovation influences competitive advantage and economic growth, with focus on Uzbekistan's Digital Economy Vision 2030. A systematic review of peer-reviewed literature (2022–2025) maps adoption frameworks and compares AI integration across enterprise sizes. Results show 78% of organizations use AI in at least one function, yet significant gaps persist between large enterprises and SMEs. Strategic frameworks like the dynamic capabilities model highlight critical enablers and barriers. Findings inform policymakers, managers, and educators in emerging economies pursuing digital transformation and competitive growth.*
Keywords: *AI; digital economy; business innovation; digital transformation; competitive advantage; emerging markets; SMEs; generative AI*

INTRODUCTION

AI, big data, cloud computing, and IoT are converging to reshape the global economy. AI now accounts for approximately $16 trillion of global GDP and has become a strategic imperative for all enterprises [1]. The McKinsey Global Survey (2025) reports that 78% of organizations use AI in at least one business function, up from 55% in 2023, with generative AI growing fastest [2]. Private investment in generative AI reached $33.9 billion in 2024.

For emerging markets, the stakes are critical. SMEs — over 90% of global businesses — must adopt AI strategies to remain competitive, yet significant adoption gaps persist between large enterprises and SMEs in developing economies [3]. Uzbekistan's "Digital Uzbekistan 2030" strategy exemplifies this challenge: while the country has digitized 60% of public services and advanced in e-government rankings, SMEs continue to face barriers in digital infrastructure, financing, and skilled talent. Despite growing attention to AI adoption, gaps remain in frameworks tailored to developing and transition economies [3], [5]. This study synthesizes evidence on AI-driven transformation and derives actionable insights for enterprises and policymakers in emerging markets.

METHODS

This study employs a systematic analytical-descriptive research design, drawing on peer-reviewed journal articles, institutional reports, and governmental strategy documents published between 2022 and 2025. Literature was identified through searches of the Scopus, Web of Science, and Google Scholar databases using combinations of the following terms: “digital economy,” “artificial intelligence adoption,” “digital transformation strategy,” “competitive advantage,” “SMEs and AI,” and “emerging markets.” Inclusion criteria required: (1) peer-reviewed or institutional

authorship; (2) publication in English; (3) direct relevance to enterprise-level AI adoption, digital transformation strategy, or innovation-driven economic growth; and (4) publication date of 2022 or later. From 47 candidate sources identified through initial screening, 10 were selected as primary references based on methodological rigor, citation impact, and topical alignment. Institutional reports from the OECD, World Bank, McKinsey Global Institute, and relevant government ministries were incorporated alongside peer-reviewed publications.

Table 1. Comparison of major AI adoption frameworks in digital economy contexts.

Framework	Key Focus	Key Performance Indicators	Enterprise Applicability
Dynamic Capabilities (DC)	Resource sensing, seizing, and reconfiguring capabilities in response to environmental change	Innovation velocity, R&D investment rate, market sensing speed	Large and mid-size firms with dedicated technology functions and R&D units
Technology-Organization-Environment (TOE)	Contextual readiness across technology infrastructure, organizational structure, and external environment	IT maturity, firm size, regulatory pressure, competitive intensity	SMEs in developing and transition economies facing environmental constraints

RESULTS

Global AI Adoption Landscape

By 2024, 78% of organizations globally use AI in at least one business function, a 23-percentage-point increase from the prior year (Figure 1). Generative AI dominates, adopted by 69% of enterprises. Macroeconomic projections are substantial: the WTO projects AI could increase global trade value by 34–37% by 2040, while McKinsey estimates a potential 38% average sectoral profitability increase by 2035.

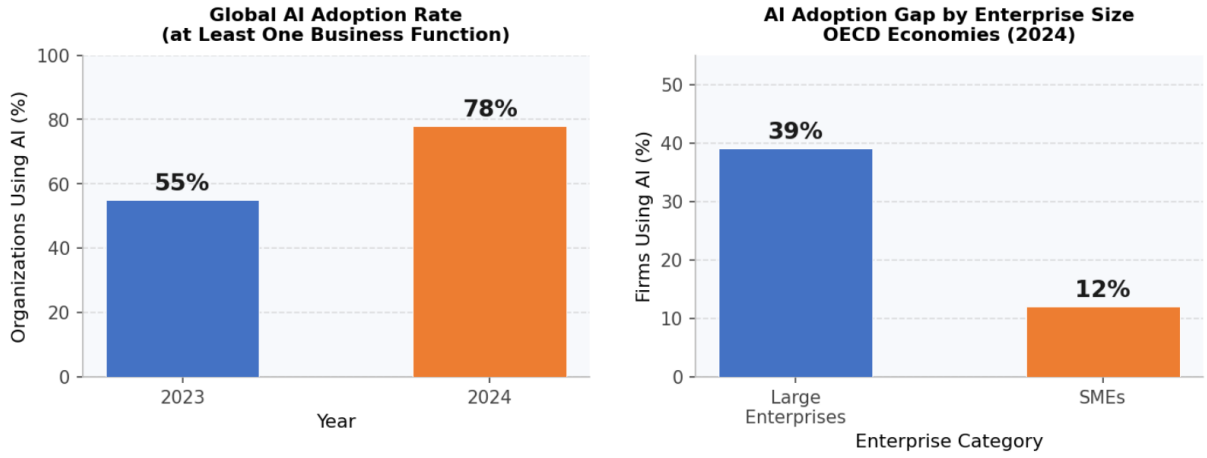


Figure 1. AI adoption rates: (a) global organizational AI use in at least one business function (2023 vs. 2024); (b) adoption gap between large enterprises and SMEs in OECD economies (2024).

Despite aggregate AI growth, the adoption differential between large enterprises and SMEs persists. In OECD economies, only 12% of small firms use AI compared to 39% of large enterprises—a 3.3-fold disparity amplified in developing economies, where SMEs face compounding barriers: limited digital infrastructure, insufficient AI competencies, constrained capital access, and fragmented regulation. Three thematic clusters emerge: (i) operational innovation through predictive

analytics and process optimization; (ii) strategic decision-making enhancement via market sensing and scenario analysis; and (iii) human capital transformation reflecting demand for AI-adjacent technical and managerial competencies.

Emerging Market Dynamics

Uzbekistan's IT sector generated approximately US$690 million in 2023, with export revenues growing 1.4 times year-on-year, demonstrating growing international competitiveness. The government has integrated AI as a catalytic investment driver under Digital Uzbekistan 2030, embedding AI objectives across data governance, public service digitalization, and financial sector modernization. In banking, early evidence shows AI improving credit risk assessment, fraud detection, and automated customer service. These advances align with broader Central Asian patterns of AI-enabled e-government platforms and digital financial infrastructure evolving under national policy mandates and international development support.

Framework Comparative Findings

The comparative analysis revealed substantive framework differences (Table 1). Dynamic Capabilities suits large and mid-size enterprises with dedicated R&D functions. The TOE model better explains SME adoption in developing economies, incorporating regulatory conditions, competitive pressure, and market maturity. Resource-Based View emphasizes internal competencies—proprietary data, AI talent, and infrastructure—as foundational for competitive advantage. Innovation Ecosystem Approach captures collaborative network dynamics and platform-based interdependencies defining AI-enabled value creation at regional and national scales.

DISCUSSION

AI drives strategic transformation at enterprise, sectoral, and macroeconomic levels, yet most organizations have not achieved the process integration needed to realize material performance benefits—a challenge substantially compounded in emerging markets by structural and human capital constraints [6].

For SMEs in developing economies, barriers to AI adoption are multi-layered: gaps in digital infrastructure limit access to cloud-based platforms; workforce skill deficits in data science and machine learning constrain deployment; capital constraints inhibit sustained investment; and regulatory frameworks lack adequate AI governance guidance [7]. These barriers disproportionately disadvantage SMEs that could derive the greatest benefit from AI-enabled differentiation.

Targeted government intervention can meaningfully accelerate AI adoption. Singapore tripled SME AI adoption between 2023 and 2024—from 4.2% to 14.5%—through accessible generative AI tools and structured support programs, demonstrating how institutional design and policy commitment compress adoption timelines [8]. Perceived competitive advantage is a primary motivator for SME uptake.

For Uzbekistan, the Digital Uzbekistan 2030 strategy presents opportunity but requires educational institutions, financial intermediaries, and regulators to bridge strategic aspiration and enterprise-level implementation [9]. The OECD identifies digital skills development aligned to private sector competitiveness as critical. Regional academic institutions can serve as knowledge transfer nodes, facilitating AI literacy curricula and research-industry partnerships [9].

Uzbekistan's banking sector illustrates broader AI transformation dynamics: financial institutions report challenges around data quality, legacy regulatory compliance, and organizational

change management [10]. Addressing these challenges sustainably requires coordinated multi-actor governance, human capital investment, and regulatory evolution.

CONCLUSION

Artificial intelligence has emerged as the defining technological driver of digital economy transformation in the contemporary era, reshaping the frontiers of competitive advantage and redefining the strategic calculus for enterprises from Silicon Valley to Fergana. This study has documented the accelerating global pace of AI adoption, illuminated the structural disparities that shape unequal access to AI's transformative benefits, and synthesized key strategic frameworks for navigating digital transformation in emerging market contexts. The evidence is unequivocal: enterprises and economies that proactively invest in AI integration, workforce upskilling, data governance, and adaptive innovation ecosystems will secure durable competitive positions in the digital century ahead, while those that delay face the real prospect of structural marginalization from the global digital economy.

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INTERNATIONAL SCIENTIFIC JOURNAL
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SPECIAL ISSUE: INCLUSIVE TOURISM, SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

DIGITAL REPRESENTATION OF CULTURAL HERITAGE: A COMPARATIVE CDS STUDY OF CHINESE AND WESTERN MEDIA

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Abstract. *This study examines how Chinese and Western mainstream media represent cultural heritage. It uses Cultural Discourse Studies and corpus analysis to compare English news reports from China Daily, The New York Times, and the BBC from 2020 to 2025. AntConc 4.3.1 was used to identify high-frequency words, reported speech, and purpose structures. The findings show that Chinese media tend to connect cultural heritage with national identity, historical continuity, traditional culture, and tourism development. Their reports are mainly official and policy-oriented. Western media also value heritage protection, but they give more attention to global issues, conflicts, public debate, and individual experience. These differences reflect different cultural traditions, media systems, and historical understandings of heritage. The study suggests that Chinese cultural heritage communication can become more effective by combining national narratives with local voices, personal stories, and shared global concerns.*

Key words: *cultural heritage; cultural discourse studies; corpus analysis; news reports; international communication*

1. Introduction

Cultural heritage is a carrier of historical memory, cultural identity, and social values. It includes tangible heritage, such as monuments, museums, historical sites, and cultural relics, and intangible heritage, such as festivals, craftsmanship, languages, and folk customs. In globalization, cultural heritage is closely connected with tourism, cultural diplomacy, public education, and national image building.

News media play an important role in this process. They select certain heritage objects, quote certain voices, and explain heritage through particular values. These choices influence how audiences understand heritage. Existing studies have discussed heritage value, digital preservation, tourism promotion, and identity construction, but fewer studies compare how Chinese and Western mainstream media construct cultural heritage in English news reports. This study uses Cultural Discourse Studies (CDS) as the main framework. It asks three questions: what themes appear in Chinese and Western heritage reports; what discourse subjects and communicative purposes are used; and what cultural and historical relations explain these differences.

2. Methods

This study uses a mixed qualitative and quantitative design. The data were collected from China Daily, The New York Times, and the BBC. China Daily represents Chinese official English-language media, while The New York Times and the BBC represent influential Western mainstream media. The sampling period was from January 1, 2020 to January 1, 2025. The keyword used for retrieval was “cultural heritage”.

After duplicate and irrelevant texts were removed, two comparable corpora were constructed. The Chinese Heritage News Corpus (CHNC) included 1,000 reports from China Daily. The Western Heritage News Corpus (WHNC) included 1,000 reports from The New York Times and the BBC. Non-news materials, advertisements, hyperlinks, image descriptions, and repeated texts were removed.

Corpus	Media source	Period	Reports
CHNC	China Daily	2020-2025	1,000
WHNC	The New York Times and BBC	2020-2025	1,000

Table 1. Corpus sources and scale

AntConc 4.3.1 was used to extract high-frequency words and concordance lines. First, high-frequency words were examined to identify themes. Second, say and its forms, such as said, says, and saying, were searched to identify discourse subjects. Third, purpose structures, including in order to and so as to, were examined to explore communicative purposes. The interpretation was guided by five CDS dimensions: discourse subject, content form and social relations, purpose and effect, cultural relations, and historical relations.

3. Results

3.1 Thematic content

Both Chinese and Western media attach importance to cultural heritage. Words such as culture, heritage, world, museum, history, and national appear frequently in the two corpora. However, their thematic focus is different. In China Daily, frequent words include China, Chinese, province, city, development, intangible, traditional, tourism, ancient, tea, local, festival, village, protection, and relics. These words show that Chinese reports often connect heritage with national history, local culture, tourism development, and the protection of traditional resources.

In the Western corpus, frequent words include people, museum, president, government, country, video, rights, Ukraine, political, war, public, foreign, military, law, and security. These words show that Western media often place cultural heritage within wider social and international issues. Heritage is connected with war, rights, public debate, law, museum ethics, and cultural property disputes.

Overall, China Daily presents heritage mainly as cultural continuity and national memory, while The New York Times and the BBC present heritage more as a public issue and global cultural resource.

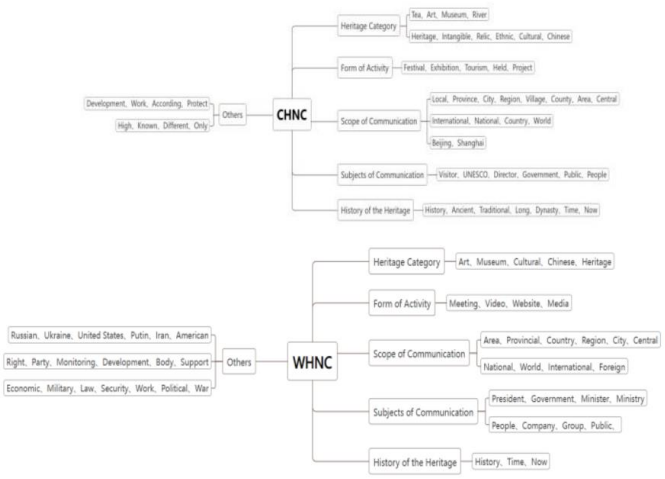


Figure1 - 2 Topic Category of Top 50 High Frequency Words in CHNC and WHNC

3.2 Discourse subjects and communicative purposes

The analysis of reported speech shows clear differences. In China Daily, quoted voices are mainly officials, government departments, experts, scholars, museum workers, and cultural inheritors. These actors are presented as authoritative interpreters of heritage value. Their voices explain policies, protection measures, exhibitions, festivals, and tourism projects. This pattern reflects an official and expert-centered discourse structure.

In Western media, experts and officials also appear, but the range of voices is wider. The reports more often quote international organizations, activists, local residents, artists, community members, and named individuals. These speakers describe personal experience, social tension, legal debate, or cultural memory. As a result, Western heritage reporting tends to construct a more pluralistic narrative.

The purpose structures also differ. In China Daily, communicative purposes are often related to protecting heritage, promoting culture, supporting tourism, encouraging inheritance, and improving public awareness. These purposes are consistent with China's policy discourse on cultural confidence and the integration of culture and tourism. In the Western corpus, purposes are more varied. They include protecting heritage in war, defending cultural rights, returning artifacts, supporting communities, obeying laws, and promoting peace. These purposes are more issue-based and event-based.

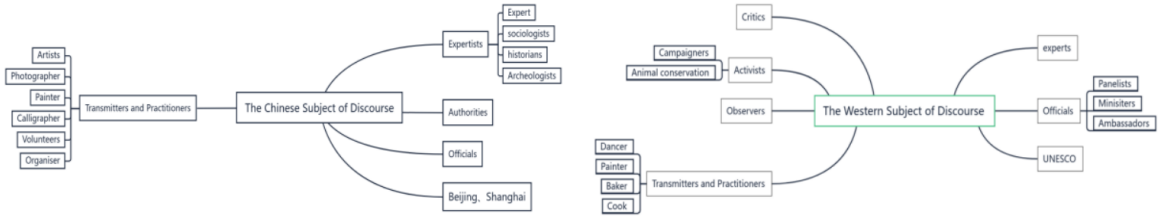


Figure 3-4 : Subjects of Discourse in CHNC and WHNC

4. Discussion

The differences between Chinese and Western heritage reporting are rooted in different cultural traditions, media systems, and historical experiences. Chinese media tend to emphasize cultural continuity and collective identity. In China Daily, words such as ancient, history, dynasty, traditional, and national show that heritage is often treated as a symbol of civilizational continuity.

The frequent presence of official and expert voices also reflects the important role of the state in organizing and explaining heritage communication.

Western media place more emphasis on contemporary relevance and social function. Their reports often connect heritage with public rights, legal debates, museum ethics, colonial history, war damage, and individual memory. This approach reflects a more decentralized media environment and a stronger preference for public debate and individual storytelling. Heritage is therefore not only a symbol of the past, but also a field where contemporary social values are discussed.

For international communication, these findings suggest that Chinese cultural heritage communication can further improve its international reception by adding more individual stories, local voices, and transnational connections. Reports can show how cultural heritage matters to ordinary people, international audiences, and shared global challenges. This may help Chinese heritage narratives become more relatable in cross-cultural communication.

This study has limitations. The corpus is limited to three media outlets and to English-language news reports from 2020 to 2025. Future research could include local media, social media, and multimodal materials such as images and videos. Despite these limits, the study shows that corpus-based CDS can help explain how media discourse constructs cultural meaning across cultures.

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