

FOREIGN EXPERIENCE IN THE DEVELOPMENT OF REGIONAL TOURISM

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Abstract: This section examines the development of regional tourism through the lens of international experience, focusing on the approaches used in developed European countries such as the United Kingdom, Spain, France, and Italy. It highlights the role of state regulation, organizational structures, and strategic planning in promoting tourism at national and regional levels. The paper analyzes Italy's strategic planning methodology, including the categorization of actions by economic effectiveness and implementation speed, and the operational tools employed to ensure coordination among stakeholders. Key strategic directions include culture and heritage management, competitiveness and employment, tourist-centered approaches, and integration and coordination among tourism operators. Based on the Italian experience, practical recommendations are proposed for Uzbekistan, emphasizing the development of a national tourism strategic plan, regional autonomy, branding, and tourist-centered strategies. The proposed measures aim to enhance regional tourism attractiveness, increase foreign tourist arrivals, and stimulate socio-economic development in Uzbekistan's regions.

Keywords: Tourism development, regional tourism, state regulation, strategic planning, Italy, Uzbekistan, tourism policy, tourist-centered approach, cultural heritage, competitiveness, stakeholder coordination.

Аннотация: Ушбу бўлимда минтақавий туризмни ривожлантиришда хорижий тажриба, хусусан, Буюк Британия, Испания, Франция ва Италия мисоллари таҳлил қилинган. Давлат тартибга солиши, ташкилотлар тузилиши ва стратегик режалаштиришнинг миллий ва минтақавий туризмни ривожлантиришдаги аҳамияти таъкидланган. Италия тажрибасига асосан ҳаракатларни иқтисодий самара ва бажарилиш тезлигига кўра таснифлаш, манфаатдор томонлар билан ҳамкорликни таъминлаш, маданий ва табиий меросни самарали бошқариш каби йўналишлар таҳлил қилинган. Шу асосда Ўзбекистон учун миллий туризмни ривожлантириш стратегиясини ишлаб чиқиш, минтақавий автономия, брендинг ва сайёҳларга йўналтирилган ёндашувни жорий қилиш бўйича тавсиялар берилган. Ушбу чора-тадбирлар минтақавий туристик жозибадорликни ошириш, хорижий сайёҳлар оқимини кўпайтириш ва туристик хизматлар ҳажмини кенгайтиришга хизмат қилади.

Калит сўзлар: Туризмни ривожлантириш, минтақавий туризм, давлат тартибга солиши, стратегик режалаштириш, Италия, Ўзбекистон, туризм сиёсати, сайёҳларга йўналтирилган ёндашув, маданий мерос, рақобатбардошлик, манфаатдор томонлар билан ҳамкорлик.

Аннотация: В данном разделе рассматривается развитие регионального туризма на основе зарубежного опыта, в частности примеров Великобритании, Испании, Франции и Италии. Подчеркивается значение государственного регулирования, организационной структуры и стратегического планирования для развития туризма на национальном и региональном уровнях. На примере Италии проанализированы классификация действий по экономической эффективности и скорости реализации, взаимодействие с заинтересованными сторонами, а также эффективное управление культурным и



природным наследием. На основе этого разработаны рекомендации для Узбекистана по созданию национальной стратегии развития туризма, предоставлению региональной автономии, брендингу и внедрению туристоориентированного подхода. Реализация этих мер способствует повышению региональной туристической привлекательности, увеличению потока иностранных туристов и расширению объема туристических услуг.

Ключевые слова. Развитие туризма, региональный туризм, государственное регулирование, стратегическое планирование, Италия, Узбекистан, туристическая политика, ориентированность на туриста, культурное наследие, конкурентоспособность, взаимодействие со стейкхолдерами.

Introduction. The role of the tourism sector is steadily increasing worldwide, depending on its impact on the socio-economic life of each country. The tourism industry now plays a significant role in the growth of national economies in modern states. In today's conditions of global economic crises, the development of the tourism industry and the formation of regional tourist attractiveness are considered among the strategic directions of socio-economic activity in modern countries [1].

In recent years, the development of the tourism business around the world has reached a high level. Analyzing various foreign experiences, it can be concluded that the effectiveness of tourism policy largely depends on the extent to which it is implemented at the state level and, in particular, on how government institutions support this sector. In general, state regulation of the tourism sector means creating favorable conditions for its development and exerting a targeted influence on the activities of business entities and market conditions involved in this type of business in order to achieve the state's priority objectives [2]. Government programs should be able to contribute to the development of the tourism business, the formation of tourism centers, the creation of necessary infrastructure, and the provision of advertising and information support. In developed countries, the tourism industry usually operates through organizations subordinate to ministries involved in the development of national tourism programs. For example, in the United Kingdom, the British Tourist Authority was established in 1969 under the Department for Culture, Media and Sport. Its main task is to promote British tourism products abroad. To achieve this, the Authority conducts advertising campaigns overseas through its offices and networks, as well as through the press, radio, and television. It organizes international conferences, provides marketing and consulting services in the field of international tourism, and publishes various informational materials. The organization employs about 300 staff members, 30% of whom work in London, while the rest are based in foreign countries [3].

In Spain, the State Secretariat for Trade, Tourism, and Small Business operates under the Ministry of Economy. Within its structure, there are two main divisions — the Central Directorate for Tourism and the Spanish Tourism Institute. Their responsibilities include developing the country's overall tourism development strategy and defining its priority directions. These divisions are also responsible for international cooperation in the tourism sector, promoting Spanish tourism products abroad, and attracting foreign investment. Licensing of tourism businesses and certification of tourism products are carried out by local authorities, which are more closely familiar with the specific challenges of this industry. The Spanish Tourism Institute mainly focuses on attracting foreign tourists to Spain.

Methods. Today, some developed European countries, despite their significant achievements in regulating the tourism sector, are facing challenges in developing regional tourism. This issue is particularly relevant for France and Italy. In the course of our research, we analyzed the state regulation experience of regional tourism development in these countries. In France, the specific feature of the regional structure of tourism development is characterized by the dominance of



Paris over the rest of the country. Therefore, one of the main objectives of the government is to limit the development of the capital region and to prioritize the stimulation of tourism growth in less developed or problematic regions. To improve the situation in these areas, France has made extensive use of tourism subsidies, encouraged infrastructure development through state funding, supported local entrepreneurship, and employed various measures to attract private investment from outside. The Regional Planning Committee plays an important role in developing regional tourism policy; its main function is to prepare regional development plans and coordinate them within the framework of the national plan for economic and social development. In recent years, local authorities have been actively participating in the formulation and implementation of regional policies.

Italy has a complex regional structure, which is reflected in the significant differences in the levels of socio-economic development between the industrialized northern regions and the less developed southern cities, including the islands of Sicily and Sardinia. The development of tourism in Italy is also uneven. For this reason, a special agency called the “Cassa per il Mezzogiorno” (“Southern Fund”) was established to coordinate tourism development policies in the lagging regions. Initially, it was created to support the development of tourism infrastructure and to carry out interventions in emergency situations. Later, the agency was granted the authority to coordinate and finance industrial projects, as well as to provide credit and tax incentives. All these measures were complemented by social insurance payments.

The organization responsible for attracting foreign tourists to the country is the Italian National Tourism Agency (ENIT). In addition to receiving state financial subsidies, ENIT also raises funds for its own budget to promote the development of the tourism sector. The agency coordinates advertising campaigns and closely cooperates with regional representatives of the tourism business.

Findings. At the management level, the main issues are related to the lack of strong central governance and the fragmentation of decision-making between the central government and regional, provincial, and municipal authorities. After the constitutional reforms of 2001, the regions of Italy obtained exclusive legislative power over tourism-related matters. After analyzing the key issues, a strategic plan was developed that included 61 actions, prioritized according to criteria such as economic impact and implementation speed. The economic impact was determined based on factors such as economic significance (consumption, investments, etc.), job creation, and the restoration of Italy’s tourism image. Similarly, the implementation speed of the proposed actions was assessed according to the number of stakeholders involved, the level of existing expertise and complexity, and the expected timeframe (ranging from several months to several years).

Thus, as shown in Figure 1.3.1, by combining the two criteria, four categories of actions can be identified. Each quadrant represents actions characterized by specific levels of economic effectiveness and implementation speed:

1. The upper-right quadrant includes 19 actions distinguished by high economic effectiveness and high implementation speed;
2. The upper-left quadrant includes 20 actions characterized by high economic effectiveness but moderate to low implementation speed;
3. The lower-right quadrant includes 9 actions with moderate to low economic effectiveness and relatively high implementation speed;
4. The lower-left quadrant includes 3 actions characterized by moderate to low economic effectiveness and low implementation speed.

<u>20 actions</u>	<u>29 actions</u>
- High economic effectiveness	- High economic effectiveness



- Moderate to low implementation speed; 3 actions	- High implementation speed; 9 actions
- Moderate to low economic effectiveness - Moderate to low implementation speed;	- Moderate to low economic effectiveness - High implementation speed.

Figure 1.3.1. Methodology for Prioritizing Actions [4].

The strategic plan developed by the Permanent Committee for Tourism Development in Italy reflects an effective system of organizational and continuous cooperation among stakeholders at various levels of tourism (national, regional, and local) to enhance the country's competitiveness. The operational tools of this strategy include:

- Inter-agency joint forums on topics of special interest to the sector, involving the central government, local authorities, and stakeholders;
- Expansion of communication technologies to support decision-making related to the "regulation–planning–implementation" cycle in Italian tourism;
- Introduction of digital communication and exchange systems for continuous consultation with stakeholders;
- Implementation of a monitoring system for the strategic plan, serving as a "social report" for citizens and as a tool for the plan's continuous improvement and updating.

This strategic plan mainly encompasses the following four key directions:

- Culture and Heritage – Improving the management of Italy's cultural and natural heritage through sustainable practices and innovative use of assets;
- Competitiveness and Employment – Enhancing tourism competitiveness to increase both the quantity and quality of employment and to generate additional value;
- Tourist-Centered Approach – Ensuring that the Italian tourism experience meets market demands and visitor expectations;
- Integration and Coordination – Promoting collaboration within the system of tourist associations and operators through mutual integration and cooperation.

In conclusion, it is important to emphasize that studying foreign experiences in tourism development and adapting their most suitable aspects to our country is one of the key tasks of today. Based on Italy's experience in tourism development, we consider the following measures necessary for implementation in Uzbekistan:

- First, the Ministry of Tourism and Sports should develop a Strategic Plan for Tourism Development in Uzbekistan for 2022–2027. This plan should categorize the necessary actions into four main groups: high economic effectiveness with high implementation speed, high economic effectiveness with moderate to low implementation speed, moderate to low economic effectiveness with high implementation speed, and moderate to low economic effectiveness with moderate to low implementation speed;
- Second, the priorities established by the World Tourism Organization, the United Nations Sustainable Development Goals, and innovative approaches should serve as the fundamental basis for implementing the 2022–2027 Strategic Plan;
- Third, to ensure more sustainable tourism development in Uzbekistan's regions, local authorities should be granted greater autonomy in decision-making. It is also advisable to provide the Tourism and Sports Departments of the Republic of Karakalpakstan, the regions, and Tashkent city with autonomy within the established legal and regulatory framework;
- Fourth, each region of Uzbekistan, including the Republic of Karakalpakstan, the regions, and Tashkent city, should have its own brand. Each region should enhance its tourist attractiveness and image through its unique brand;



- Fifth, the tourism development strategy for each region should take into account the region's unique characteristics, tourism and recreational potential, climate conditions, and socio-economic development;
- Sixth, the development strategy for each tourist region should be tourist-centered. Therefore, the strategic plans must include clear mechanisms for promoting, transferring, and marketing regional tourism products in both domestic and international markets.
- The implementation of the above measures will contribute to an increase in foreign tourist arrivals to Uzbekistan, promote internal development, extend tourists' stay in regional destinations, and expand the volume of tourism services.

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