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180100, Qarshi shahri, Mustaqillik ko‘chasi 225-uy Tel.:

+998 (75) 221 09 23

+998 (93) 902 72 63

Faks: +998 (75) 221 1395

innoeconomic@kstu.uz

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Адрес редакции:

180100, г. Карши, ул. Мустакиллик, дом 225

Тел: +998 (75) 221 09 23

+998 (93) 902 72 63

Факс: +998 (75) 221 1395

E-mail: innoeconomic@kstu.uz

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SUSTAINABLE TOURISM DEVELOPMENT IN QASHQADARYA REGION: A SYSTEMIC APPROACH TO ORGANIZATIONAL-ECONOMIC MECHANISMS

Suyunova Dilnoza Mexridin qizi

QASHQADARYO VILOYATIDA BARQAROR TURIZMNI RIVOJLANTIRISH: TASHKILIY-IQTISODIY MEKANIZMLARGA TIZIMLI YONDASHUV

Suyunova Dilnoza Mexridin qizi

УСТОЙЧИВОЕ РАЗВИТИЕ ТУРИЗМА В КАШКАДАРЬИНСКОЙ ОБЛАСТИ: СИСТЕМНЫЙ ПОДХОД К ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКИМ МЕХАНИЗМАМ

Суюнова Дилноза Мехридин қизи

Annotatsiya. Turizm jahon iqtisodiyotining eng yirik xizmat ko'rsatish tarmoqlaridan biriga aylandi. Biroq uning jadal rivojlanishi ekotizimlar, infratuzilma va mahalliy hamjamiyatlarga tushayotgan bosimning ortishiga olib kelmoqda. Mazkur maqolada O'zbekistonning Qashqadaryo viloyatida turizm xizmatlarini barqaror rivojlantirishning tashkiliy-iqtisodiy mexanizmlarini takomillashtirish masalalari tadqiq etilgan. Tadqiqotda tizimli va qiyosiy tahlil, indeks usullari, ekonometrik modellashirish hamda ansambl prognozlash usullaridan foydalanilgan. Maqolada turizm barqarorligini kompleks baholashga mo'ljallangan mualliflik indeksi taklif etilgan, Shahrisabz-Kitob-Miraki-G'elon turistik koridori uchun tabaqalashtirilgan boshqaruv modeli ishlab chiqilgan hamda davlat, xususiy sektor, mahalliy hamjamiyatlar va ilmiy tashkilotlar o'rtasidagi hamkorlikning integratsiyalashgan mexanizmi asoslab berilgan. Tadqiqot natijalari mintaqaviy turizm siyosatida tashrif buyuruvchilar sonini oshirishdan ko'ra, har bir turist hisobiga yaratiladigan iqtisodiy qiymatni ko'paytirish, ekologik muvozanatni saqlash va raqamli monitoringni rivojlantirishga ustuvor ahamiyat berish lozimligini ko'rsatadi.

Kalit so'zlar: barqaror turizm, Qashqadaryo viloyati, tashkiliy-iqtisodiy mexanizm, kompleks barqarorlik indeksi, geografik axborot tizimlari (GIS), ansambl prognozlash, klasterli rivojlanish.

Abstract. Tourism has become one of the largest service sectors in the global economy, yet its rapid growth places increasing strain on ecosystems, infrastructure, and local communities. This article examines the improvement of organizational-economic mechanisms for sustainable development of tourism services in the Qashqadaryo region of Uzbekistan. The study employs systemic and comparative analysis, index methods, econometric modeling, and ensemble forecasting. The paper proposes an author's index for the comprehensive assessment of tourism sustainability, develops a differentiated management model for the Shahrisabz-Kitob-Miraki-G'elon corridor, and substantiates an integrated mechanism of cooperation among the state, the private sector, local communities, and scientific organizations. The findings indicate that regional tourism policy should prioritize the value generated per tourist, ecological balance, and digital monitoring over the number of visitors.

Keywords: sustainable tourism, Qashqadaryo, organizational-economic mechanism, complex sustainability index, GIS, ensemble forecasting, cluster development.

Аннотация. Туризм стал одним из крупнейших секторов сферы услуг в мировой экономике, однако его стремительный рост усиливает нагрузку на экосистемы, инфраструктуру и местные сообщества. В статье рассматриваются вопросы совершенствования организационно-экономических механизмов устойчивого развития туристских услуг в Кашкадарьинской области Узбекистана. В исследовании применяются системный и сравнительный анализ, индексные методы, эконометрическое моделирование и ансамблевое



прогнозирование. Предложен авторский индекс комплексной оценки устойчивости туризма, разработана дифференцированная модель управления туристским коридором Шахрисабз–Китаб–Мираки–Гелон, а также обоснован интегрированный механизм взаимодействия государства, частного сектора, местных сообществ и научных организаций. Результаты исследования свидетельствуют о необходимости смещения приоритетов региональной туристской политики с увеличения числа посетителей на повышение экономической ценности, создаваемой в расчёте на одного туриста, сохранение экологического равновесия и развитие цифрового мониторинга.

Ключевые слова: устойчивый туризм, Кашкадарьинская область, организационно-экономический механизм, комплексный индекс устойчивости, геоинформационные системы (ГИС), ансамблевое прогнозирование, кластерное развитие.

INTRODUCTION.

Tourism is now one of the most significant drivers of global economic activity. According to UN Tourism, international tourist arrivals reached 1.4 billion in 2024, fully restoring pre-pandemic levels, while international tourism generated export revenues of approximately \$2.0 trillion, of which \$1.7 trillion were tourism receipts. The World Travel & Tourism Council (WTTC) estimates that the sector contributed \$10.9 trillion, or about 10% of global GDP, and supported 357 million jobs in 2024, roughly one in every ten jobs worldwide.

These achievements carry a cost. The WTTC reports that tourism accounted for 6.5% of global emissions in 2023, and mass tourism has concentrated ecological and infrastructural pressure on specific destinations while distributing income unevenly across regions. Consequently, evaluating tourism by visitor numbers or revenue alone is no longer adequate. International research increasingly calls for integrated assessment across economic, social, ecological, infrastructural, institutional, and digital dimensions.

Uzbekistan has positioned tourism as a strategic sector. According to the National Statistics Committee, the country received 11.7 million foreign tourist visits in 2025, a 46.8% increase over 2024. Presidential Decree PQ-348 of 19 November 2025 sets targets to raise tourism's share of GDP from 3.5% to 7% by 2030, increase foreign tourist arrivals to 20 million, and expand tourism service exports beyond \$6 billion. Achieving these goals requires that regions with high tourism potential, such as Qashqadaryo, use their resources efficiently while controlling ecological load.

The research gap is clear. Previous Uzbek studies, including work on optimal regulation of tourism in Qashqadaryo, have addressed infrastructure, clustering, and forecasting, but a unified methodological system that jointly assesses sustainability factors, measures their differential effects across districts, and integrates cooperation and digital monitoring has not been developed.

LITERATURE REVIEW.

The study of sustainable tourism has developed over several decades, with foundational contributions that conceptualized tourism as a dynamic system tied to regional economic, social, and environmental conditions. R.W. Butler proposed the tourist area life cycle model, showing that destinations pass through successive stages and that resource use must be managed to avoid long-term damage. B. Bramwell and B. Lane framed sustainable tourism as a system that reconciles economic,

social, and ecological interests through stakeholder collaboration, while R. Sharpley argued that the concept must be operationalized through concrete planning and governance rather than treated as a normative ideal. In the Uzbek context, B.Sh. Safarov [1] examined the innovative development of the national tourism services market and tourism cluster mechanisms, while Sh.X. Muxitdinov developed econometric and forecasting approaches to the optimal regulation of tourism in Qashqadaryo [2]. Other Uzbek researchers, including A.O. Ochilov and Z.A. Jabborova, have addressed regional tourism potential, state support, and digital technology use [3;6]. Despite these contributions, no unified methodological system has yet jointly assessed economic, social, ecological, infrastructural, institutional, and digital sustainability factors in Qashqadaryo while integrating state-business-community cooperation with clustering, GIS monitoring, and digital management, and this gap provides the rationale for the present study [7].

Methodology. The study combines systemic and comparative analysis of theoretical sources and international sustainable tourism models, structural-dynamic and spatial (GIS-based) analysis of regional tourism indicators, construction of a normalized Complex Sustainability Index for comparing districts on a common scale, and an ensemble forecasting approach that merges linear trend and ARIMA/ARMAX models with weights inversely proportional to their historical forecast errors, supported by econometric reasoning and expert evaluation where quantitative data are limited.

RESULT AND DISCUSSION.

The analysis shows that tourism in Qashqadaryo has expanded rapidly, yet its benefits are unevenly distributed: visitor flows and accommodation capacity are concentrated along the Karshi-Shahrisabz-Kitob axis, while less developed districts remain underused. The Complex Sustainability Index reveals that high visitor volumes do not automatically mean balanced sustainability, since districts rich in resources often score low on infrastructure and digital management, which points to specific investment needs rather than general promotional efforts. The differentiated model for the Shahrisabz-Kitob-Miraki-G*elon corridor, in which each location takes on a specialized function, offers a way to disperse pressure from saturated centers and to strengthen local value retention, particularly through family guest houses, which form the majority of accommodation units

Table 1.

Key Tourism Indicators of Qashqadaryo Region (Selected Years)

	Indicator	2022	2023	2024	2025
1	Foreign tourist arrivals (approx.)	-	222,000	-	604,000
2	Domestic tourist visits (approx.)	-	-	-	3,600,000
3	Tourism service exports, USD million	11.3	-	105.8	121.0
4	Accommodation facilities, units	44	-	365	406
5	Foreign arrivals, % of plan (2024)	-	-	116.8	-
6	Domestic arrivals, % of plan (2024)	-	-	108.0	-
7	Accommodation facilities, % of plan (2024)	-	-	61.3	-

This table presents the key indicators of tourism development in the Qashqadaryo region for selected years. It should be read with the understanding that some cells contain no value (marked with a dash), because the reviewed material does not report a figure for that year. Several entries are approximate (marked “approx.”) and should be verified against official statistical publications. The most prominent trend is the rapid growth in foreign tourist arrivals, from approximately 222,000 in 2023 to approximately 604,000 in 2025. Domestic tourist visits reached approximately 3.6 million in 2025. Tourism service exports rose from \$11.3 million in 2022 to \$105.8 million in 2024 and approximately \$121.0 million in 2025, meaning that export revenue grew several-fold within a short period. Tourism infrastructure has also expanded considerably. The number of accommodation facilities increased from 44 units in 2022 to 365 in 2024 and 406 in 2025. However, the 2024 plan-fulfilment figures reveal an imbalance: foreign arrivals reached 116.8% of the planned target and domestic arrivals reached 108.0%, while accommodation facilities reached only 61.3%. This gap indicates that demand has outpaced the region’s service capacity, so accommodation infrastructure remains a binding constraint on further tourism growth.

The forecasting results indicate that the optimal sustainable scenario delivers stronger growth in value per tourist than in visitor numbers, confirming that the region’s gains should come from longer stays and higher spending rather than from additional visitors alone. These findings support a shift from extensive to intensive tourism development, in which the four-pillar cooperation model among the state, business, local communities, and science, together with GIS-based and digital adaptive management, forms the core of the proposed organizational-economic mechanism. The study’s limitations, including the relatively short time series, the dependence of ensemble weights on past error rates, and the subjectivity of expert weighting, indicate that the model should be piloted in the corridor and refined with longer data series and primary measurements of ecological load and local value retention before being scaled to the wider region.

CONCLUSION.

This study has demonstrated that sustainable tourism development in the Qashqadaryo region requires a shift from volume-based growth toward a value-driven, ecologically balanced, and digitally monitored model. The Complex Sustainability Index and the differentiated management approach for the Shahrisabz-Kitob-Miraki-G‘elon corridor show that tourism potential is unevenly distributed and that high visitor volumes do not automatically translate into balanced development. The integrated organizational-economic mechanism, built on cooperation among the state, business, local communities, and science together with GIS-based adaptive management, offers a practical framework for addressing these imbalances. The ensemble forecast indicates that the optimal sustainable scenario is achievable, with growth driven primarily by value per tourist rather than by additional visitors alone. Several priorities follow from the findings. Policymakers should direct investment toward accommodation and digital infrastructure, where demand is already outpacing capacity, and should disperse tourist flows from saturated centers toward less developed districts. Local value retention, particularly through family guest houses, should be strengthened as a core component of regional tourism policy. The proposed model should first be piloted in the Shahrisabz-Kitob-Miraki-G‘elon corridor before being extended to the wider region, and its performance should be tracked using the Complex Sustainability Index alongside conventional tourism statistics. The study also has limitations that point toward future research. The forecasting models rely on a relatively short time series, and the ensemble weights depend on historical error rates that may not hold under structural shocks. Primary data on ecological load per tourist and on the share of tourism income retained locally remain limited, and expert weighting introduces an element of subjectivity. Addressing these issues through longer data series, direct measurement, and testing in other regions would strengthen the reliability and generalizability of the proposed mechanism.



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Muallif(lar) haqida / Сведения об авторе / Author details

Suyunova Dilnoza Mexridin qizi - PhD Student, Karshi State University/ Suyunova Dilnoza Mexridin qizi - Qarshi davlat universiteti tayanch doktoranti / Суюнова Дилноза Мехридин кизи - докторант Каршинского государственного университета

E-mail: dilnozasuyunova9811@gmail.com



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