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TOURISM AND ECONOMICS FACULTY**

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**THEME: THE EFFECTIVE USE OF MARKETING STRATEGIES
IN THE DEVELOPMENT OF TOURIST DESTINATIONS
(ON THE EXAMPLE OF KHOREZM REGION)**

Specialty: 5A610301 – Tourism (International and domestic)

MASTERS DISSERTATION

for the academic degree of Master in Tourism

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Department

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ANNOTATION

Title: The effective use of marketing strategies in the development of tourist destinations (On the example of Khorezm region)

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Course: Master of Science (MSc) in Tourism (International and domestic)

The purpose of the study is to investigate the effects of marketing strategies for the tourist destination development. Tourist destination marketing is increasingly becoming extremely competitive worldwide. This dissertation explains the destination concept and attempts of strategic marketing and management of destinations.

In the first part, theoretical and legal basis of tourism development and also state regulation of tourism sector in Uzbekistan are presented. These show that since early independence period of Uzbekistan, the state has paid attention to tourism sector and established state body organization in tourism field.

The dissertation then identifies destination marketing in travel and tourism, and further outlines the use of marketing tools and strategies. In a detailed central section, the study provides Boston Consulting Group Matrix approach as a marketing strategy for tourist destination development as well as social media tools including Facebook, Twitter, TripAdvisor, etc.

In the final part, the dissertation recognises the trend of tourism development in Khorezm region. It provides an overview of tourism development, social media and advertising, projects and perspectives as well as benchmarking for upcoming years in Khorezm region.

The results of the study show that Khorezm destinations has significant cultural and historical sites in order to use and develop as a tourist site for the tourist destination development. However, the market has not been investigated in the term of tourist destination. The results did not support the expectations that

tourism organizations should use regular internet and social media in order to promote national tourist product and attract international tourists.

ANNOTATSIYA

Mavzu: Turistik maskanlarni rivojlantirishda marketing strategiyalaridan samarali foydalanish (Xorazm viloyati misolida)

Ilmiy rahbar: Aminboy Sa'dullaev

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Ta'lim kursi: Magistratura (xalqaro va ichki turizm)

Magistrlik dissertatsiyasi ishning asosiy maqsadi sayyohlik maskanlarini rivojlantirish bo'yicha marketing strategiyalari ta'sirini o'rganish va tadqiq qilishdan iboratdir. Turistik maskanlar marketingi dunyoda tobora raqobat avjida bormoqda. Ushbu dissertatsiya sayyohlik maskanlari, ularning strategik marketing harakatlari hamda boshqaruv usullari mohiyatini ochib beradi.

Ishning birinchi qismi, O'zbekistonda turizmni rivojlantirishning nazariy va huquqiy asoslari, shuningdek, turizm sohasini davlat tomonidan tartibga solishning mexanizmlarini taqdim etadi. O'zbekiston Respublikasi mustaqilligining dastlabki yillaridanoq Davlat turizm sektoriga e'tibor qarata boshlagan va turizm sohasida davlat siyosatini tashkil etdi.

Shuningdek, dissertatsiya ishi sayyohlik va turizm sohasidagi marketing faoliyatini belgilaydi hamda marketing vositalari va strategiyalaridan samarali foydalanishni ta'riflaydi. Shu jumladan, turistik maskanlarni rivojlantirishda "Boston Consulting Group Matrix" marketing strategiyasi hamda ijtimoiy tarmoq vositalari Facebook, Twitter TripAdvisor va hokozolar haqida to'xtalgan.

Dissertatsiyaning yakuniy qismida Xorazm viloyatida turizmni rivojlantirish tendensiyalari to'g'risida e'tirof etiladi. Bunda Xorazm viloyatini turistik maskan sifatida sayyohlikning rivojlanishi, ijtimoiy tarmoq va reklama vositalari, shuningdek, Xorazm viloyatida kelgusi yillarda rivojlanish istiqbollari tasvirlab beriladi.

Dissertatsiya ishining natijalari Xorazm viloyatini turistik maskan sifatida rivojlantirish uchun viloyatda madaniy va tarixiy obidalarining ko'p ekanligini ko'rsatadi. Biroq, sayyohlik sohasida turistik maskan bozorining yaxshi o'rganilmaganligi ko'rsatib beriladi. Kutilgan taxminlar o'z natijalarini bermaydi va bu borada Xorazm viloyatini sayyohlik maskani sifatida rivojlantirish, milliy turistik mahsulotni targ'ib qilish va xorijiy sayyohlarni jalb etish maqsadida turistik tashkilotlar muntazam internet va ijtimoiy tarmoqlardan samarali foydalanishlari kerak degan xulosaga kelinadi.

АННОТАЦИЯ

Название: Эффективное использование маркетинговых стратегий в развитии туристических направлений (На примере Хорезмской области)

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Курс: Магистратура в области туризма (международный и внутренний)

Целью исследования является исследование влияния маркетинговых стратегий на развитие туристического направления. Маркетинг туристического назначения все чаще становится чрезвычайно конкурентоспособным во всем мире. Эта диссертация объясняет концепцию назначения и попытки стратегического маркетинга и управления направлениями.

В первой части представлены теоретические и правовые основы развития туризма, а также государственное регулирование сектора туризма в Узбекистане. Это показывает, что с раннего периода независимости Узбекистана государство обратило внимание на сектор туризма и учредило государственную организацию в сфере туризма.

Затем диссертация идентифицирует маркетинг назначения в путешествиях и туризме и далее описывает использование маркетинговых инструментов и стратегий. В отделенном центральном разделе исследование обеспечивает подход Boston Consulting Group Matrix как маркетинговую стратегию развития туристических направлений, а также инструменты для социальных сетей, включая Facebook, Twitter, TripAdvisor и т.д.

В заключительной части диссертации признается тенденция развития туризма в Хорезмской области. В нем представлен обзор развития туризма,

социальных сетей и рекламы, проектов и перспектив, а также сравнительный анализ на предстоящие годы в Хорезмской области.

Результаты исследования показывают, что в районах Хорезма есть значительные культурные и исторические места, чтобы использовать и развивать как туристический сайт для развития туристического направления. Тем не менее, рынок не был исследован в период туристического назначения. Результаты не оправдали ожиданий, что туристические организации должны использовать регулярные интернет и социальные сети, чтобы продвигать национальный туристический продукт и привлекать иностранных туристов.

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to my supervisor, *Aminboy Sa'dullaev* and adviser, the Head of Economics department, *Umidjan Matyakubov* for reading, criticizing and contributing to this work constructively.

My special thanks goes to *San'atbek Salayev, Doctor of Economics, professor at Urgench State University*, and the entire members of the academic and non-academic staff of the State Committee of the Republic of Uzbekistan for Tourism Development Khorezm territorial department, who have contributed in one way or the other towards the realization of my academic dreams.

In particular, I am grateful to *Anvar Kholikulov, Doctor of Economics at Samarkand Economy and Service Institute* and *Tangribergan Duschanov, Doctor of Economics, professor at Urgench State University* for their helpful support.

The effective use of marketing strategies in the development of tourist destinations (On the example of Khorezm region)

Table of contents:

INTRODUCTION.....

CHAPTER ONE.

THE FOUNDATION OF TOURISM SECTOR IN UZBEKISTAN.

1.1 Theoretical bases of tourism development in Uzbekistan.....

1.2 The legal basis for the development of tourism in Uzbekistan.....

1.3 The state regulation of tourism sector in Uzbekistan.....

CHAPTER TWO.

MARKETING TOOLS FOR THE DEVELOPMENT OF TOURIST DESTINATIONS.

2.1 Destination marketing in travel and tourism.....

2.2 Marketing strategies in the development of regional tourist destinations....

2.3 Social media as a marketing tool in the case of developed countries.....

CHAPTER THREE.

THE PERSPECTIVES OF TOURISM DEVELOPMENT IN KHOREZM REGION.....

3.1 Tourism development trends in Khorezm region.....

3.2 Social media and advertising for tourism development in Khorezm region

3.3 Tourism development projects and perspectives in Khorezm region.....

CONCLUSION.....

REFERENCES.....

APPENDIX.....

INTRODUCTION

Importance of research topic.

Tourism sector is one of the important spheres, which has a great significance in the economy of developed countries. Uzbekistan is included in one of the top ten countries by the number of historical and tourism sites. There are more than 4,000 historical and cultural monuments in Uzbekistan. The ancient cities, the picturesque nature and diverse culture attract people from all over the world. Uzbekistan possesses enormous tourist potential. The country is considered one of tourism centres not only in the central Asia, but also all over the World.¹

The President of the Republic of Uzbekistan Sh.M.Mirziyoyev emphasized “We have justified issues related to the tourism development industry. These measures should be enhanced by concrete measures to enhance tourism’s contribution to the development of Uzbekistan’s economy, promotion of historical and cultural values, as well as refill of foreign exchange reserves”².

In the cities most attractive to tourists through which in an antiquity passed the Great Silk Road connected China with the countries of the Europe, a plenty of architectural monuments of various historical epoch is located: Samarkand, Bukhara, Khiva, Shakhrisabz, Kokand, and Termez.

Moreover, Khorezm region is situated on the bank of Amudarya River and has its ancient history dating back to thousand years. Today, there is a huge potential to develop tourism sector as well as regional economy and cultural life of local community. Marketing strategies both accommodation facilities and travel companies are necessary for tourism development in Khorezm region.

To be successful in today’s global economy, companies must be simultaneously responsive to local and global market conditions. Hence,

¹The State Committee for Tourism development of the Republic of Uzbekistan (www.uzbektourism.uz).

² The report of the President of the Republic of Uzbekistan Sh.M.Mirziyoev at the enlarged session of the Cabinet of Ministers dedicated to the main results of socio-economic development of the country in 2016 and the most important priorities of the economic program for 2017. Local newspaper “Xorazm Haqiqati”. January 18, 2017 No.5 (19351)

international marketing skills are important ingredient for every company, whether or not it is currently involved in exporting activities.

Degree of scrutiny of the problem.

In terms of scientific area, tourism sector have been researched from the second half of XX century and the beginning of XXI century. Many scientists and researchers have investigated sustainable tourism development and its directions.

In particular, UNWTO general secretaries Robert Lonati, Willibald Pahr, Antonio Enrique Savignac, Francesco Frangialli, Taleb Rifai, Zurab Pololikashvili³, WTTC presidents Geoffrey Lipman, Jean-Claude Baumgarten, David Scowsill⁴, moreover, marketing scientists and professionals Philip Kotler, Kaplan, Buhalis, from CIS countries M.B.Birzhakov⁵, V.S.Bogolyubov, V.P.Orlovskaya⁶, A.Durovich⁷, N.I.Kabushkin⁸, and also our scientists M.Q.Pardaev, I.S.Tukhliev, N.Tukhliev, T.Abdullaeva⁹, M.R.Usmonov¹⁰, M.M.Mukhamedov¹¹, D.K.Usmanova¹², M.Hoshimov¹³, A.Norchaev¹⁴, B.Turaev¹⁵, O.X.Xamidov¹⁶, and also teachers and professors of Urgench State University T.Duschanov, A.Sadullaev, S.Salaev, U.Matyakubov, F.Abdullaev, D.Khudayberganov conducted scientific investigation for tourism development.

³ <https://www.unwto.org>

⁴ <https://www.wttc.org>

⁵ M.B.Birzhakov. Introduction to Tourism. St. Petersburg: Publishing Trade House "Gerda", 2008. – 576p.

⁶ V.S.Bogolyubov, V.P.Orlovskaya. Tourism Economics. Moscow: Publishing Centre "Academy", 2005. – 151p.

⁷ A.P.Durovich. Marketing Research in Tourism: Textbook. – St. Petersburg: Peter, 2008. – 384p, Organization of tourism. St. Petersburg: Peter, 2009. – 320p, Manager of travel agency. – Minsk: Contemporary School, 2010. – 320p.

⁸ N.I.Kabushkin. Tourism Management. Minsk: New knowledge, 2002. – 407p.

⁹ N.Tukhliev, T.Abdullaeva. Management and organization of tourism business. – Tashkent: State scientific research centre "Uzbekistan national encyclopedia", 2006. – 386p, Ecotourism: essence, trends and development strategy. Tashkent: State scientific research centre "Uzbekistan national encyclopedia", 2006. – 416p, National model of tourism development. – Tashkent: State scientific research centre "Uzbekistan national encyclopedia", 2006. – 386p.

¹⁰ A.S.Soliev, M.R.Usmanov. Tourism Geography. Samarkand: Samarkand State University, – 2005. – 131p.

¹¹ M.M.Mukhamedov, F.Rakhmatov. The formation of market relations in the field of tourism and its impact on network performance indices. //Service and tourism: Management and development issues. International scientific-practical conference materials. Samarkand, 4-7 September, 2007.

¹² D.K.Usmanova. Features of the formation of a tourist product and perspective directions of its development. PhD dissertation in economics books. – Samarkand: Samarkand Economic and Service Institute, 2009. – 25p.

¹³ M.A.Hoshimov. Ecotourism of Uzbekistan. Monography. Samarkand: "Zarafshon" Publishing centre, 2009. – 220p.

¹⁴ A.N.Norchaev. The effect of economic growth on the development of international tourism. PhD dissertation. Tashkent State Economic University, 2004. – 120p.

¹⁵ B.H.Turaev. Theoretical and methodological bases of tourism development. Tashkent: "Fan" Publishing centre, 2008. – 166p.

¹⁶ O.X.Xamidov. Selection of the competitive strategy of the enterprise in the market of tourist services of Uzbekistan. PhD Economy Dissertation, Samarkand, 2006. – 25p.

Seemingly, the dissertation will not define and solve the global issues of tourism development, however make a contribution to guide the route of sustainable tourism development for private tourism organizations. In the case of Khorezm province, marketing strategies from developed nations provides basis to build up effective and efficient tourism development: employment, sustainable development, investment, infrastructure, regional economy growth.

Connection of dissertation work with plans of research.

The dissertation is referred to the Decree “The comprehensive development program of tourism potential in Khiva city and Khorezm region for 2017-2021 years” adopted by the President of the Republic of Uzbekistan on 4 May in 2017 and also meet appropriately scientific research works by the professors of Urgench State University.

Target of the research.

The purpose of the dissertation includes developing and promoting rich cultural and historical heritage, traditions and customs, and tourism potential in Khorezm region as most visited tourist destination not only in Uzbekistan, but also in the world.

Object of the research.

The object of the research includes implementing regional and state tourism projects and programs to develop Khorezm region as a tourist destination in the world.

Theoretical-methodological basics of the research.

This study adopts an inductive approach seeking to explore the degree of the effective usage of marketing strategies for tourist destinations. A comparative approach is adopted to understand marketing tools use in a variety of companies. Comparative studies allow the subjects being researched to transfer experiences and learn from others’. While quantitative research allows for statistical analysis, qualitative research allows for the collection of relatively detailed information about relatively few cases’. By practicing both quantitative and qualitative methods, this research seeks to gain a well-rounded analysis and understanding of

the use of social media and marketing among regional tourism organizations. Quantitative research chosen as the primary research method for this study to classify measure and analyse how regional tourism authorities utilize social media to engage with consumers and market destinations.

Subject of the research.

The subject of the research comprises tourism industry, natural, cultural and historical resources, private tourism organizations (hotels and tour operators) of Khorezm region. In order to achieve the target of the research, the following tasks are selected:

- identify marketing strategy needed to be effective for tourism development;
- identify the level of importance of marketing tools;
- identify the strategy, which is suitable for tourism organizations;
- describe the gap between the skills the employees have and the skills they need;
- research tourism marketing for regional tourism organizations;
- define current condition of tourism development in Khorezm region;
- select appropriate marketing strategies and analysis for regional tourism development.

The level of academic novelty of the research's results.

The results of these comparisons provide new perspectives on the relative significance of marketing for tourism development as well as some of its unique advantages in driving current and future regional economic growth. This research benchmarks marketing strategies for tourism development against an assortment of other destinations.

The research results can be used in updating educational programs and literatures such as “Tourism Economy”, “Tourism Foundations”, “Tourism management”, “Tourism Marketing”, “Tourism Planning”, and “Ecotourism”.

Methodology and methods of the research.

Data collected, regarding tourism importance, as well as conducted analysis between accommodation facilities and tour agencies. Tour companies, exporting tourism services, surveyed regarding monthly data of incoming tourist arrivals. Survey data were compared across companies, regions, and states in a way that allowed skill-based areas for tourism development to be prioritized.

Main results of performed work.

Three articles and thesis are published as a dissemination of the dissertation.

Structure and content of the work consist of introduction, three chapters, nine sections, overall conclusion, literature, citation of references and enclosures; overall size of the work consists of _____ pages. Tables and figures have been used in this research work.

CHAPTER ONE.

THE FOUNDATION OF TOURISM SECTOR IN UZBEKISTAN.

1.1 Theoretical bases of tourism development in Uzbekistan.

The tourism sector of the Republic of Uzbekistan is an integral part of the world tourism process; the experts' analysis shows that in recent years the tourism industry in the country, without state investments and dotation, increasing the production of goods and services is becoming one of the growing sectors of the economy.

Taking this into account, it should be noted that tourism sector is considered particular importance for economy development of the countries and regions, the twenty-first century it is one of the priority sectors of world economy.

Uzbekistan has all the necessary resources for the development of modern tourism industry. Located on the Great Silk Road, the country keeps high potential favourable natural and climate conditions, rich historical and cultural heritage and at the same time, both domestic and international tourism for sustainable development.

Modern tourism organizations and enterprises today possess new information systems, computer-based technology with high-tech production.

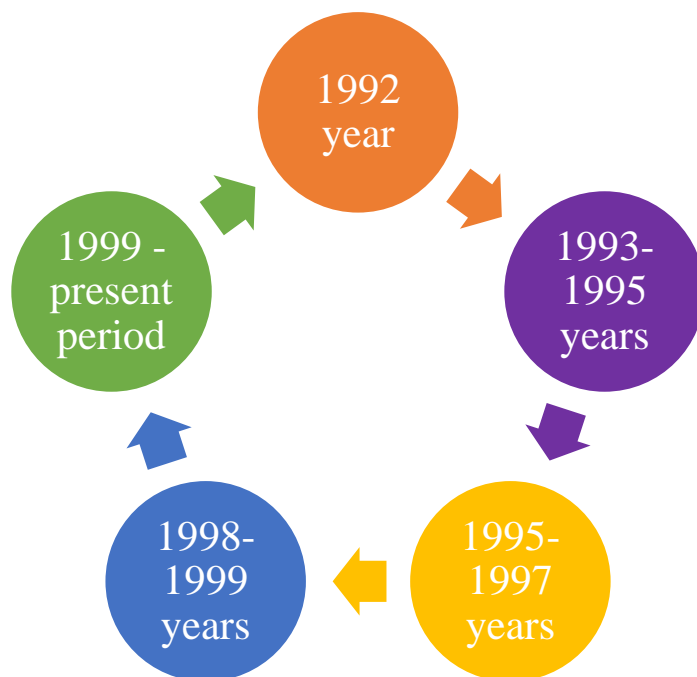
Now the country is at the stage of economic modernization in the field of tourism industry and hospitality waiting for the solution of issues, including workers in the labour market, the tourism industry can meet the requirements imposed on the current issue of training.

In the first days of independence tourism sector is referred as at the level of state policy. All the necessary legal and institutional mechanism was created for the development of tourism industry and an important new regulation were adopted which is still in progress. First of all the state needed to create a legal basis of tourism industry in order to raise it to new levels for moving into one of the world tourism centres. As a result, The Legislative Chamber (Oliy Majlis) of the Republic of Uzbekistan in this direction directed laws and legal papers of the

President of the Republic of Uzbekistan. The Cabinet of Ministers, the Ministry of Justice and other government agencies implemented a number of decrees, instructions and guidance, which is now developed. State policy is administrative action in developing tourism industry and tourism market bodies (tour operators and travel agencies), improving forms of tourism services for local community and consequently strengthening the capacity of socio-economic policy.

Tourism policy is carried out in all regions of the Republic; first separate regions, the level of its existing tourism in the region in order to eliminate contradictions between the region's economies.

Ever since, independence with the initiative of President has been done priority issue directly development of tourism. In general, the development of tourism infrastructure in the Republic of Uzbekistan is divide into five stages as following:



Source: developed by the author.

Figure. 1.1.1. Tourism development steps in Uzbekistan.

The first stage (1992). This stage is characterized by the formation of the first national tourism. This stage of tourism infrastructure “Uzbektourism”, a leading national company was founded.

The second phase (1993-1995). The national tourism development model has been developed. This gradual increase in the volume of tourist services in conjunction with the development of new tourist routes, services, tourism, improve the material and technical base, improving organizational management and other tasks associated with a number of problems, and they only solve part of the “Uzbektourism” National Company.

The company has direct contact with tour operators in Germany (Frankfurt am Main), UK (London), USA (New York), United Arab Emirates (Sharjah), and in countries such as Russia (Moscow) its offices.

The third stage (1995-1997). The privatization process started in the field of tourism services. At the beginning of 1996, total amount of the 90% state owned companies were privatized national tourist facilities.

In the fourth round of the year (1998). Increase the export potential at this stage, exchange of tourists, to ensure a steady flow of investment opportunities. The formation of the national level of international standards of tourism, tourism indirectly related service infrastructure, including tourists from abroad to meet the expectations reshape the border, customs and airport services.

The fifth stage (1999 - next year periods). At this stage, the President of the Republic of Uzbekistan not only measures the state program on development of tourism in the country to strengthen the role of tourism in national and international political basis, but it gave us the opportunity to strengthen the economic foundations¹⁷.

In accordance with the international standards to improve the management system to attract international tourists to the country, in order to improve the efficiency of the economy, the first President of the Republic of Uzbekistan, Islam Karimov signed Decree on July 27, 1992 “On establishment of Uzbektourism National Company”¹⁸.

¹⁷ F.O.Abdullaev, U.Matyakubov. “The Bases of Tourism”.Urgench State University, 2013.

¹⁸ http://lex.uz/pages/getpage.aspx?lact_id=223878

Later, on June 2, 1995, the decree about “Restoration of the Great Silk Road”, adopted to enlighten the participation of the Republic of Uzbekistan and action plan for international tourism development in the republic, it has place to raise high level of the solution of the problem. The decree focused on most important international tourism, restoration of the Great Silk Road, attract foreign investors, as well as establish a modern tourism policy goal¹⁹.

Moreover, the law “On Tourism” adopted on August 20, 1999 in order to develop the market of tourism services, as well as maintain and protect the legitimate rights and interests of tourists and tourist activities in Uzbekistan.

Tourism Policy consists of the sum of the state’s economic development, the areas of influence and the specific goals for the impact of the activities of the tourism industry in the state forms. The mechanism of the implementation of the government’s tourism policy include the following:

- Producing concept of the development of tourism industry;
- Establishing targeted tourism development programs at the level of regional and republic;
- Deciding concrete measures to achieve the goals of development;
- State regulation of tourism activities;

Tourism policy is considered to protect the rights of travellers, support both domestic and inbound tourism manufacturers’ product²⁰.

Considering this, in accordance with the decision on 26th of March in 2004 “On the establishment of the Samarkand Institute of Economics and Service”, by the Cabinet of Ministers of the Republic of Uzbekistan, it is determined the preparation of highly qualified tourism priorities specialists by Samarkand Institute of Economics and Service²¹. At present this educational institution deliver young educational personnel in the field of tourism marketing, tourism management, tourism operators’ service organization, service (tourism and hotel industry).

¹⁹ http://lex.uz/pages/getpage.aspx?lact_id=182051

²⁰ Mirzaev.M.A. “The Bases of Tourism”. Tashkent: 2005

²¹ http://lex.uz/pages/getpage.aspx?lact_id=734716

In addition, the Faculty of International Tourism at Tashkent State Economic University and a number of tourism and vocational colleges, make their contribution to this work.

In addition to tourism enterprises based on this instrument duty-free benefits. Moreover, the introduction of foreign diplomatic missions in the countries where tourism consultant position. In August that year, the country's Parliament adopted the law "On Tourism", and as a result, the tourism industry to provide the legal framework was improved.

At the same time on April 18, 2006, in order to improve national tourism, the President of the Republic of Uzbekistan adopted a resolution "The development of the service sector in 2006-2010 in the Republic of Uzbekistan".

However, one of the service areas on the basis of further development of tourism and training of qualified personnel for the industry and the national idea, and knowing heritage is one of the important factors.

Now, the countries of the world in the development of international tourism, tourism enterprises in improving the socio-economic importance of very great importance.

The first category of small travel companies, individual hotels, camping sites, transportation companies, restaurants, etc. into the second category of traditional national character of local small and medium enterprises for the production of products, handicrafts and so on.

It is known that tourists will visit the country, simple food and other products and services requires a certain amount of comfort. This, naturally, is engaged in the production of goods and services to small and private businesses opens opportunities for further expansion. Farmers living in hotels for tourists to stay clean crops, textile and garment industry is necessary for small and medium-sized enterprises operating in the tourist dormitory rooms, robes and other similar development, the cosmetics industry, the production of soap, shampoo and Deodorants out. Traditional craft workshops and production facilities for tourists

and prepare orders. In general, the current activities of the tourism industry and the private tourism enterprises significantly²².

The fastest growth of private tourism companies' tourism services market and the quality is very important for the development of the citizens of the country. Market tourism infrastructure in the country now because of the development of the private tourism firms, almost all of them small business. According to foreign experts, every year about two million tourists visit to see the prevailing peace, the traces of our ancient cultural monuments and beautiful nature of the country. For such a large flow of tourists to a private property in the form of hotels, camping sites, hotels, and tourist centres and other similar important role in the creation of the system (see Table 1.1.1).

Table 1.1.1.

The relationship between the suppliers and consumers of tourism services.

Tourism organization facilities	Service providers
Settlement	Hotels, motels, campgrounds, caravan-location, private houses, apartments, etc.
Food and drinks	Bars, restaurants, cafes, restaurants, mobile catering, offices, private homes.
Transport	Buses and automobiles, railway, airways
Cultural and sporting activities	Sport-equipment, lease, rent, sports facilities, cultural entertainment, dinner clubs, recreational and cultural squares, organization of exhibitions and shows. Concerts and cultural activities
Procurement	Souvenirs, gifts and souvenirs shops, retail, consumer goods, tools, clothes, luggage and bags, fragrances such as retail sales.
Business services	Real estate operations, office equipment rental, hiring
Tourist services	Trip, tour guides, translators, currency exchange, insurance, passport and visa for trips photographs ...

Source: Bogolyubov. ECONOMY: Three tourism.-Moscow: Academy press 2005

The consumers and suppliers of tourism services collaborate mutually in tourism market to use tourism organization facilities. In general, tourism industry is divided into five sectors: accommodation, attraction, transport, travel organizers and destination organization sectors.

²² F.O.Abdullaev. "The Bases of Tourism". Urgench State University, 2011.

Tourism marketing - is the business discipline of attracting visitors to a specific location. Hotels, cities, states, consumer attractions, convention centres and other sites and locations associated with consumer and business travel all apply basic marketing strategies to specific techniques designed to increase visits²³.

Tourism strategy - state activity in reorganizing and developing tourism industry. This first of which require a significant amount of time and financial resources for the implementation of targeted programs and the development of the overall concept of sustainable development. The tactics chosen at least a certain method to achieve that goal, the action is understood way.

Tourism tactics - methods and specific measures to achieve the goals realistic conditions (for example, the licensing of international tourism, price policy, taxation, etc.). The aim of the tourism strategy is to select the optimal solution in the present economic situation²⁴.

World tourism growth also affects the growth of the tourism industry of the Republic of Uzbekistan. Since the early years of independence, Uzbekistan went into the world tourism market with confident steps taken its place in the world. Mostly, cultural and historical tours are offered to foreign tourists.

During the tour, they are introduced with the history, architecture, religious monuments and places, with the lifestyle and culture of the local population. These tours are organized in Samarkand, Bukhara and Khiva cities. More than thirty tour routes are offered, which are implemented in Tashkent and Ferghana valley; entertainment, adventure, hunting, recreation therapy, ski and golf sports tours.

The proposed travel routes we pay attention, more interested by foreign tourist organizations is Tashkent – Samarkand – Bukhara - Urgench – Tashkent tour route.

This route give an opportunity to meet with one of the most important historical monuments, observing national traditions and customs, as well as the opportunity to join the life of the ancient city.

²³ http://www.ehow.com/about_6683884_definition-tourism-marketing.html

²⁴ Nazarova.G.G and others. "The Law of Tourism". – Tashkent. "Talqin", 2003.

1.2 The legal basis for the development of tourism in Uzbekistan.

Uzbekistan is located on the Great Silk Road and many neighboring countries (including Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan) promote their countries based on their location along the Great Silk Road.

The United Nations World Tourism Organization's Silk Road Office was opened in 2004 in Samarkand. This office was commissioned to coordinate the efforts of international organizations and national tourism offices of countries located on the Silk Road. Essential structural changes occur in sphere of tourism in the Republic of Uzbekistan. Tourist business in the Republic of Uzbekistan is in a stage of structural reorganization and institutional formulation, formation of intra industry, inter industry, inter-regional and foreign economic relations. The tourist infrastructure is being improved, the corresponding segment of a labor market is being formed, and a new system of state regulation over tourist activity has been created²⁵.

Estimates of the demand for tourism services and tourism, the balance between supply and demand, at all stages of its development, the company has a research consultancy center for the development of tourism.

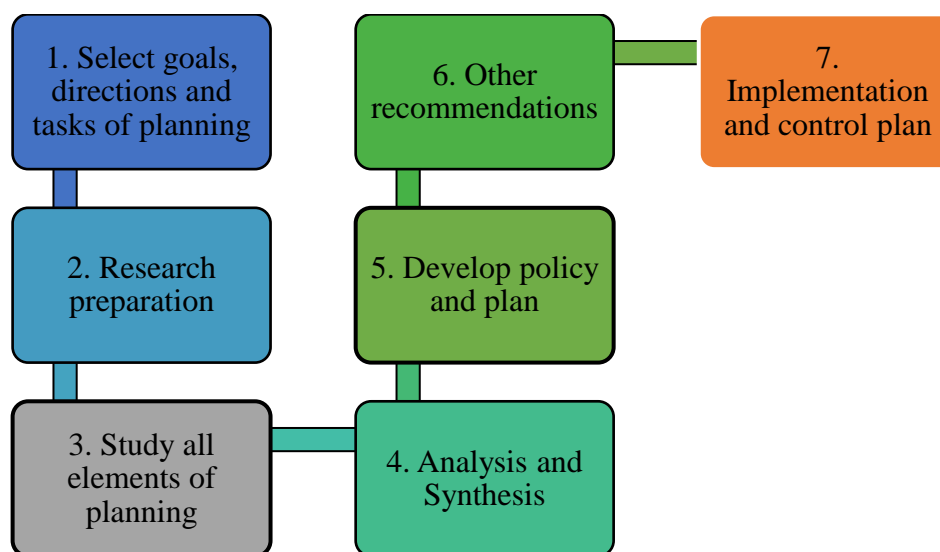
National, regional and local levels of tourism planning process includes the following steps describe each level:

1. Select goals, directions and tasks of planning. According to the different socio-economic conditions and tourism, which can be the minimum necessary, taking into account the negative impacts of tourism development, and the opportunity to be evaluated.

2. Research preparation. Prospects opened in the field of tourism development, targets have been defined, economic, environmental, and social issues, as well as the most important institutional elements (organization and management, legal and regulatory documents, attraction of investments, etc.) will

²⁵ https://en.wikipedia.org/wiki/Tourism_in_Uzbekistan

be considered. The selection of executors of the plan, public participation in local authority bodies and research organization.



Source: D.Khudayberganov. *Tourism planning educational and methodological handbook*. Urgench State University, 2013.

Figure 1.2.1. The cycle of tourism planning in regional and local level.

3. Study all elements of planning. At the same time compete in all aspects of tourism (geography, travel companies, tourist attractions of the coming trends, existing and potential, distribution, transport, catering, etc.) on quantitative and qualitative factors and are determined directly at the place of weather multiagency investigations, documents the cases studied, local authority officials and members of the public meetings.

4. Analysis and Synthesis. All types of tourism planned encourages research in terms of qualitative and quantitative information obtained as a result of the processing is carried out to understand the state of affairs, as well as the complete analysis of various components will be merged and integrated. Tourism market conditions and the economic impacts of tourism, institutional controls, etc. can be analyzed. Key features of the development of tourism, which is determined by the factors preventing problems and reducing the quality of the tourism business recommendations to eliminate barriers to development. Similar tourism products and markets with existing and potential competitors that may be taken into account.

5. Develop policy and plan. The development of tourism policy and systematic plan. First of all, the development of balancing the costs and benefits of alternative options to be considered. At the same time, apply to the following criteria: the complexity of the possible solution to the issues, and to optimize the economic benefits, enhance the positive environmental and socio-cultural factors, the negative impact to a minimum, as to compete effectively with other tourism businesses.

6. Other recommendations. Multiple models and their selection of the most desirable.

7. Implementation and control plan. The latest version of the truth and the plan can be developed models necessary for the implementation of the plan. During the work on the implementation of the plan to date, and portions of control. This requires compromise and to take urgent measures to eliminate them as possible²⁶.

In Uzbekistan, till the end of 2016, “Uzbektourism” National Company was the main organization, which provides usage of a unified state policy in sphere of tourism, assistance in formation of the tourism services infrastructure. National Company “Uzbektourism” was established on July 27, 1992 by the Decree of the President of Uzbekistan №447 “On formation of a National Company Uzbektourism”²⁷.

In order to perform the Decree of the President of the Republic of Uzbekistan dated December 9, 2003 №3358 “On perfection of a system of republican state governing bodies” and aiming to provide an effective control system in sphere of tourism there has been reorganized a National Company “Uzbektourism” (hereinafter referred to as “The Company”). The Company is considered as an authorized state body in sphere of tourism and in its activities is accountable to the Cabinet of Ministers of the Republic of Uzbekistan. The company is the main coordinating body, which provides the development of a

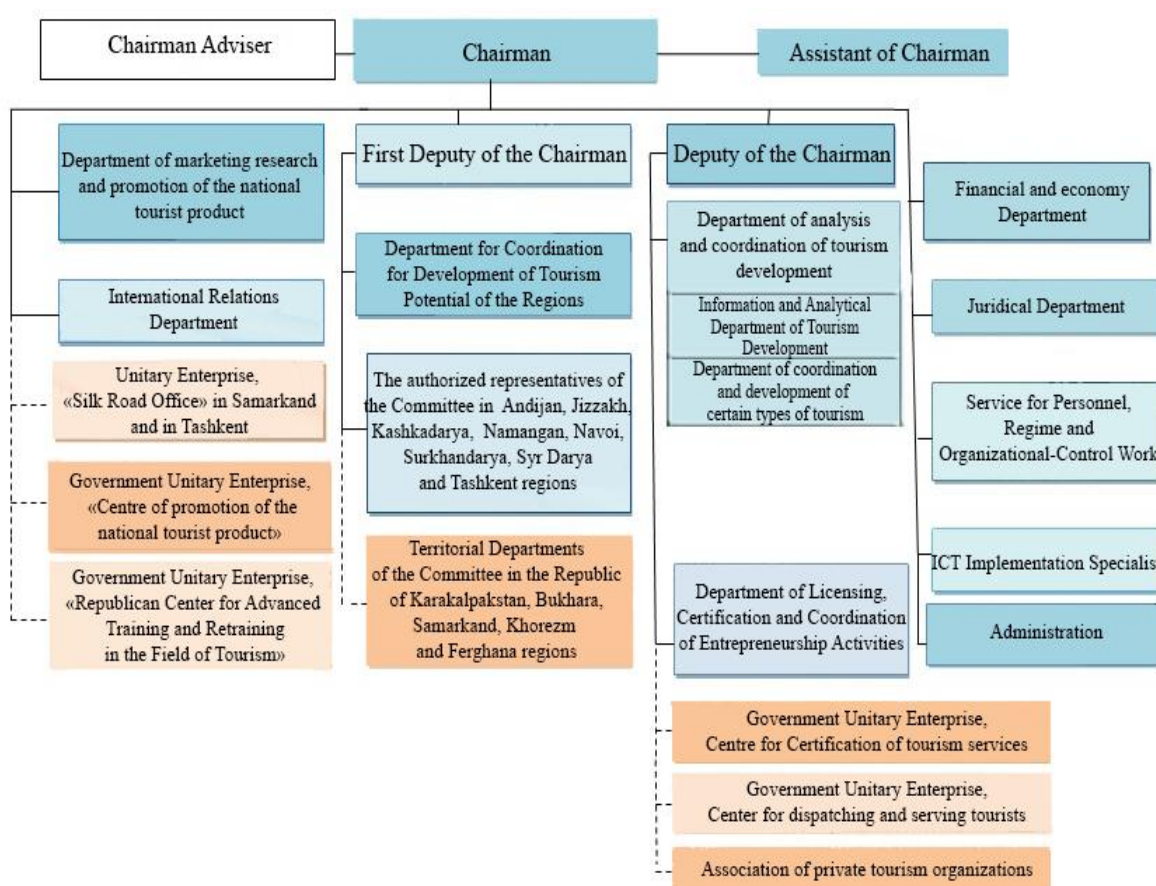
²⁶ D.Khudayberganov. Tourism planning. Urgench State University, 2013.

²⁷ http://lex.uz/pages/getpage.aspx?lact_id=223878

unified state policy in sphere of tourism within the territory of the Republic Uzbekistan.

The president of the Republic of Uzbekistan signed the decree on December 2, 2016 №4861 “On measures to ensure the accelerated development of the tourism industry of the Republic of Uzbekistan” in order to create favorable economic and organizational and legal conditions for the intensive development of tourism as a strategic branch of the country’s economy, the most complete and effective use of the huge tourist potential of the regions, cardinal improvement of the management of the tourism industry, creation and promotion of the national tourism product in the world markets.

Because of signing the decrees №4861 and №2666, the State Committee for Tourism development of the Republic of Uzbekistan was established on the basis of the abolished National Company “Uzbektourism”²⁸.



Source: *The State Committee for Tourism development of the Republic of Uzbekistan.* (www.uzbektourism.uz)

²⁸ http://lex.uz/pages/getpage.aspx?lact_id=3077025

Figure.1.2.2. The structure of the State Committee for Tourism development of the Republic of Uzbekistan.

Tasks and functions of the committee:

The main tasks of the Committee are:

- Ensuring the formation and implementation of a holistic concept of tourism development aimed at radically improving the country's tourism potential, making tourism a strategic economic sector, pursuing a unified state policy in the field of tourism;

- Realization of marketing research in the external and internal markets of tourist services, implementation of active advertising and information policy in the field of tourism, aimed at broad information of historical and cultural heritage, preservation and development of the tourist image of the Republic of Uzbekistan, promotion of national tourism products and brands to international tourist markets;

- Coordination of the development and monitoring of the implementation of national and regional programs for the integrated development of domestic, inbound and outbound tourism, the accelerated development of a wide range of tourism, attracting foreign investment, as well as loans and grants from international financial institutions and other organizations to the development of tourism infrastructure that meets international standards;

- Coordination of the development of tourism activities, ensuring the creation of new tourist routes in the regions, their certification, the formation of unified national registers for tourist routes and tourist sites;

- Coordination of the development of quality and safety standards for the provision of tourist services aimed at ensuring the safety and health of tourists in the organization of tourist services, primarily in the places where they are located, food points, while traveling through the territory of the republic, arranging visits to tourist facilities, licensing and certification of services in the field of tourism, as well as inspection control over the compliance of licensed and certified tourist services with established requirements and standards;

- Development of proposals on optimization of state and market regulation in the sphere of tourism and development of competition on the tourist services market, elimination of all barriers and barriers hampering the development of tourism, full promotion of entrepreneurial activity in tourism, active introduction of information and communication technologies in this field;

- Expansion of international cooperation in the field of tourism, primarily with the UN World Tourism Organization, authoritative international and national tourism organizations, as well as foreign companies engaged in tourism, the introduction of international and interstate standards and norms in the practice of tourism;

- Making proposals for the training of personnel for the tourism industry, the organization at a high-quality level of regular retraining and advanced training of workers in tourism activities, and the promotion of the development of sectoral tourism science²⁹.

The adoption of the Law on Tourism of the Republic of Uzbekistan pays great attention to this sector in the government of the republic. The President of the Republic of Uzbekistan in 1992 signed decree to develop tourism infrastructure and tourism in the world markets, as well as the Decree by the Cabinet of Ministers On June 3, 1993 about measures to create a modern infrastructure of international tourism in the Republic of Uzbekistan. Then, the Cabinet of Ministers of Tourism of the Republic of Uzbekistan signed another important decree on November 11, 2003 “On approval of licensing of tourism activities³⁰” to optimize and form legal tourism activity in order to improve the organization of the services related to tourism and accommodation facilities.

Since early independence years, five Laws, fourteen orders and decrees by the President, twenty five decrees by the Cabinet Ministers, additional rules and guidelines has been adopted by the government of the Republic of Uzbekistan (see Annex).

²⁹ *The State Committee for Tourism development of the Republic of Uzbekistan data* (www.uzbektourism.uz)

³⁰ http://lex.uz/pages/getpage.aspx?lact_id=246837

The above mentioned laws and by-laws documents as they are highly profitable sector of the economy, the development of tourism for the legal, organizational, economic and financial and technical implementation of the measures.

Recently, at the end of 2016, on December 2, the President of the Republic of Uzbekistan signed the decree №4861 “On measures to ensure the accelerated development of the tourism industry of the Republic of Uzbekistan”.

As a result, the activity of “Uzbektourism” National Company was abolished and established the State Committee for Tourism development of the Republic of Uzbekistan.

Uzbekistan tourism industry began a new life in 2017. In order to ensure the implementation of President Decree №4861, several law and by-law documents were adopted as following:

1) Resolution of the Cabinet Ministers on March 15, 2017 №137 “On the measures to support and develop Tourism sphere in the Republic of Uzbekistan”³¹;

2) Resolution of the Cabinet Ministers on April 06, 2017 №189 “On approval of the procedure for licensing of tourism activities”³²;

3) Resolution of the Cabinet Ministers on April 13, 2017 №207 “Amendments and supplements to certain governmental resolutions of the Republic of Uzbekistan, as well as consideration null and void”³³;

4) Decree by the President of the Republic of Uzbekistan on May 04, 2017 №2953 “Comprehensive development program of tourism potential in Khorezm region and in Khiva city for 2017-2021 years”;

5) Resolution of the Cabinet Ministers on June 05, 2017 №355 “Regulation on the order of certification of tour operator and hotel services”³⁴.

Besides, the draft law of the Republic of Uzbekistan “**On Tourism**” (**new version**) has been published. This project was developed in accordance with the

³¹ http://lex.uz/pages/getpage.aspx?lact_id=3137499

³² http://lex.uz/pages/getpage.aspx?lact_id=3157786

³³ http://lex.uz/pages/getpage.aspx?lact_id=3164615

³⁴ <http://uzbektourism.uz/ru/subektam-turindustrii/utverzhdn-novyj-poryadok-sertifikatsii-turoperatorskikh-i-gostinichnykh-uslug>

Decree of the President of the Republic of Uzbekistan of December 2, 2016 №4861 “On measures to ensure the accelerated development of the tourism industry of the Republic of Uzbekistan”³⁵.

Having signed above five decrees and resolutions, amendments and supplements added to previous twenty-four by-laws and ten previous resolutions cancelled.

Currently, new adopted decrees serves as the legal basis of new national tourism products, brands and services. Besides, they support to promote tourism potential of Khorezm region and Khiva city. The city of Khiva preserves unique historical and cultural monuments, including an open-air museum city “Ichan Kala” with favourable conditions for the development of the region and also provide modern infrastructure, and improve the quality of tourism, hotel and transport services, domestic tourism, as well as create new jobs and stimulate the growth of incomes of the population.

³⁵ <http://uzbektourism.uz/ru/subektam-turindustrii/proekt-zakona-respubliki-uzbekistan-o-turizme-novaya-redaktsiya>

1.3 The state regulation of tourism sector in Uzbekistan.

The tourism sector has been the main task of the natural climatic, recreational, social, economic, historical and cultural potential, taking into account the needs of domestic and international tourism aimed at the creation of highly profitable tourism industry.

International tourism for tourists to take a strong position in the market for the creation of a high level of comfort and service providers of all types of standard system, the need to provide security guarantees. Law on Tourism, decrees and decisions of the Cabinet of Ministers of the Republic of Uzbekistan from the main direction of development of tourism in Uzbekistan are as follows:

- the interests of the state and the laws of the Republic of Uzbekistan, taking into account the principles of international tourism practices to ensure the sustainable development of the tourism sector;
- further contributing to the further development of legislation and other regulations;
- the formation of qualified personnel and scientific potential of the sector, training, retraining and skills development to further improve the system;
- use of natural resources and environmental protection, taking into account the need to ensure the effectiveness of the forms and the development of a mechanism to carry out activities of tourism³⁶.

To speed up the development of tourism in the process must be carried out taking into account the market. International experience shows that the market for the tourism economic activity the most favourable economic environment. In turn, the tourism sector, direct to consumer-oriented companies, saying the market environment should contribute to the formation of actions.

The above-mentioned functions improve the efficiency of tourism activities, tourism infrastructure as well as their effect to the country's socio-economic and cultural development and other priority areas of bilateral ties.

³⁶ The State Committee for Tourism development of the Republic of Uzbekistan

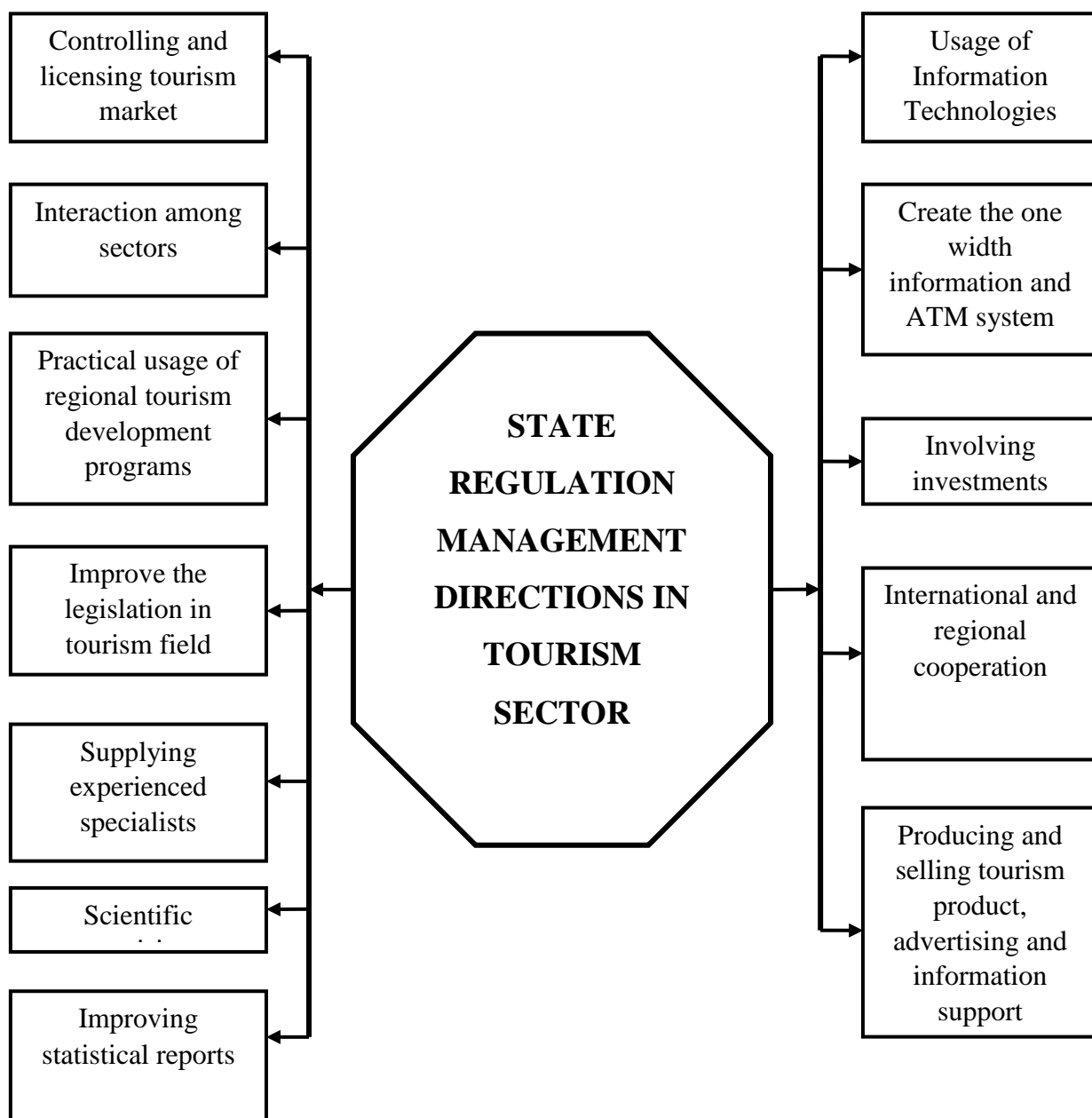
In the first days of independence, the main tourist activities and public policy levels. All the necessary legal and institutional mechanism for the development of the industry, to create important new regulations were adopted and it is continuing. The development of tourism in the country, to raise it to new levels, into one of the country's tourism centres in the world, first need to create a legal basis. As a result, the Legislative Chamber (Oliy Majlis) of the Republic of Uzbekistan in this direction directed laws and codes of the President of the Republic of Uzbekistan, tourism and a number of decrees of the Cabinet of Ministers, the Ministry of Justice and other government agencies guidance, instructions and procedures have been developed and implemented.

State policy in the sphere of tourism in socio-economic policy of the state is one of the manifestations. State policy in the sphere of tourism is the tourism industry and tourism market entities (tour operators and travel agents) to develop forms of tourism development and the citizens on the basis of the political, economic and social strengthening the capacity of the government.

Tourism policy is carried out in all regions of the Republic, first of all separate entities, the level of its existing tourism in the region in order to eliminate contradictions between the region's economy.

Tourism Policy of the state's economic development and the specific goals for the impact of the activities of the tourism industry in the state forms, methods and consists of the sum of the areas of influence.

The development of tourism strategic management system can be achieved through the application of specific measures to improve the efficiency of the complex can be used (Figure 1.3.1). Currently, more than twenty local and national level tourism development programs and projects adopted.



Source: F.Abdullayev. "The Bases of Tourism". Urgench State University, 2013.

Figure 1.3.1. The state regulation of tourism policy mechanisms.

The mechanism of the implementation of the government’s tourism policy include the following:

- the development of the concept of the development of the tourism industry;
- Tourism development at the regional and national level, beyond targeted programs;
- concrete measures to achieve the goals of development;
- state regulation of tourism activities;

Tourism policy protects travellers' rights, the local tourism product manufacturers as well as domestic and incoming tourism in the all-round support.

Such forms of tourism infrastructure support the principle of gravity directly aimed at stimulating the flow of investment, household spending, investment in training, the national tourism product on the world market and bolster scientific and promotional information to the tax and customs privilege looks, inside and out of the development of tourism costs associated with changing.

State tourism policy based on the strategy and tactics. The method of use of the means to achieve the strategic goals and directions are understood. He does not deny that the adopted strategy, aside from all the other options on the way forward to solve the task actions allow you to gather in one place.

It is envisaged to achieve the following objectives:

- restructuring of the economy of the tourism sector to the list of the main areas of the building;
- Republican target program of tourism development in the Republic of Uzbekistan;
- compatible with international law and practice to create a legal and regulatory framework for the development of tourism;
- internal and external mechanisms to encourage the development of tourism in economic development, the state guarantees to attract investment in this sector, and tax and customs privileges and state support through other methods to protect the domestic tourism market;
- Tourism activity (in spite of) the issuance of permits and certification systems;
- material and technical base of the industry and the development of tourism in order to form part of the high-tech complexes, tourism, banking institutions, transport, hotel and insurance companies to create favourable conditions for cooperation.

The main objectives of the tourism activities of government regulation are as follows:

- the rest of the citizens, freedom of movement and other rights when traveling;
- the protection of the natural surrounding environment;
- tourists to the health, education and teaching, directing, shaping the conditions for the activities;
- travelled the needs of citizens, create new jobs, the development of the tourism industry in the development of international relations, tourism and related to the conservation and rational use of natural and cultural heritage.

Tourism activities in priority areas of government regulation of the domestic, social, and initiative within the range of support and development of tourism.

The main functions of tourism management and actions by the state regulation shown in Table 1.3.1 below:

State regulation of tourism activities carried out in the following ways:

- relations in the tourism industry aimed at improving the regulatory and legal documents;
- Domestic and international cooperation in the tourism market, tourism product is moved;
- ensure their safety, to protect the rights and interests of tourists;
- tourism industry standardization, licensing, certification of tourism products;
- tourism development, taking into account the interests of the Republic of Uzbekistan, the Republic of cutting and procedures for visits to the territory of the Republic of Uzbekistan;
- the implementation of the development of the national targeted program to develop tourism and increase direct budget allocations;
- the creation of favourable conditions for investments in the tourism industry;
- sort out the tax and customs system;

• engaged in tourism activities in the territory of the Republic of Uzbekistan and the territory of the Republic of Uzbekistan for foreign citizens to engage in tourism to attract tour operators and travel agents to offer soft loans, tax and customs privileges;

Table 1.3.1.

Functions and manners of tourism management by the state regulation.

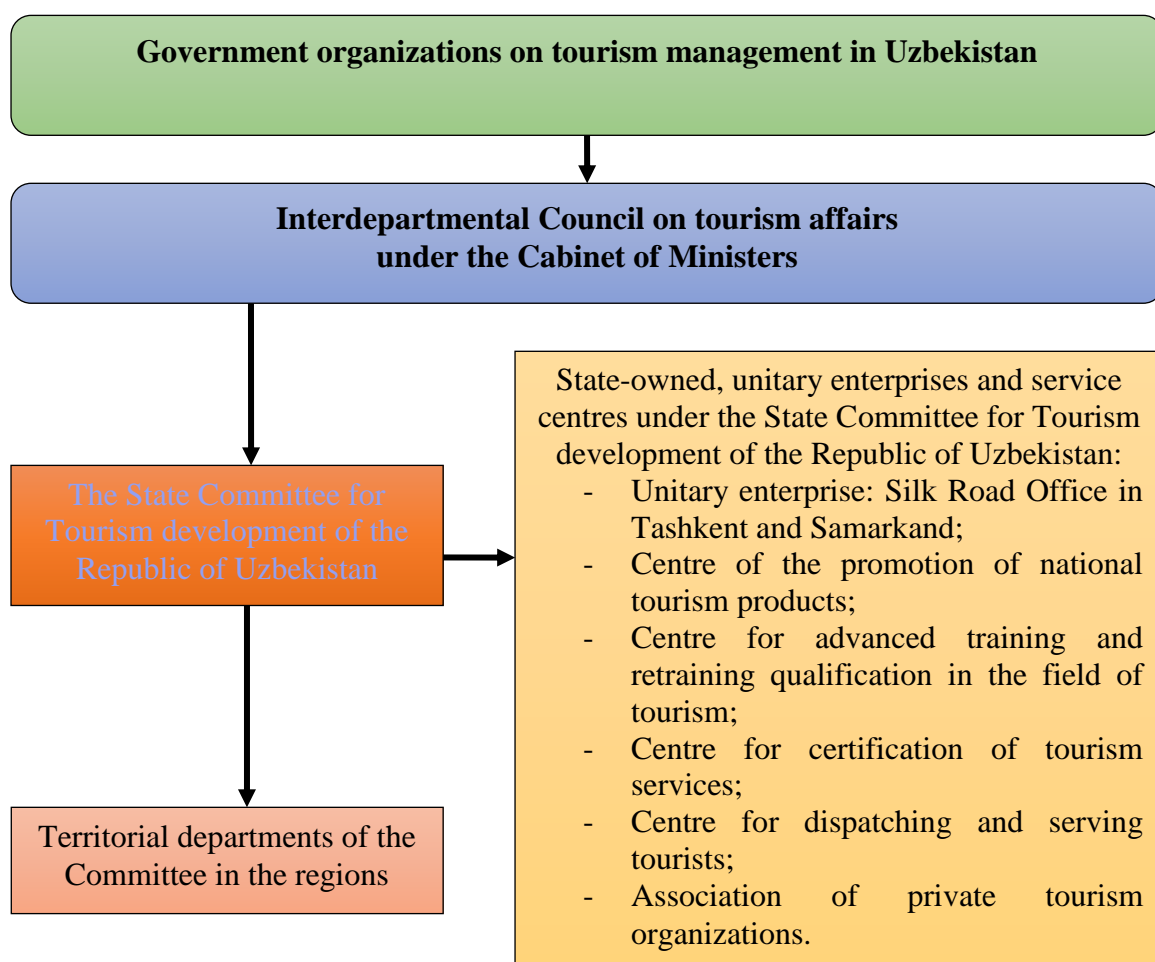
Functions	Manners
1. The organization of tourism activities in general and legal norms	<ul style="list-style-type: none"> - a unique concept and definition - cooperation and the process of buying and selling contracts - visa - products associated with the transfer of border procedures
2. The planning of tourism development	<ul style="list-style-type: none"> - Release overall tourism development strategy and concept - Management of regional tourism facilities placement - Planning of infrastructure development
3. Management of different types of activities	<ul style="list-style-type: none"> - licensing - standardization, - certification
4. Maintain tourism security	<ul style="list-style-type: none"> - licensing - standardization, - certification - preparation guidelines for tourists - insurance
5. Supply human resource in tourism	<ul style="list-style-type: none"> - preparation of state standards and programs in order to form continuous training of human resources - assist to promote skills for employees of tourism organizations
6. Providing market research of tourism services	<ul style="list-style-type: none"> - conduct marketing research of tourism services - create a national tourism research centre - provide tourism enterprises with sufficient information
7. Support foreign economic activity of tourism organizations	<ul style="list-style-type: none"> - establish representative offices abroad - international agreements - forming national brand of tourism products
8. Ensure preservation historical monuments as well as environment	<ul style="list-style-type: none"> - create appropriate law procedures on restoration and conservation of natural resources - restoration of historical monuments - - The distribution of rentals in tourism
9. Create a high prestige of country and its regions	<ul style="list-style-type: none"> - marketing - advertising, information and analysis process (booklets, tour packages, multimedia cards and discs) - tax policy - investment
10. Control and monitoring	<ul style="list-style-type: none"> - current control

	<ul style="list-style-type: none">- audit- monitoring international competitiveness- national tourism product
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Source: F.Abdullayev. "The Bases of Tourism". Urgench State University. 2013.

- tourism cooperation in training activities;
- the development of the tourism industry in the field of scientific research;
- International tourism programs for tourists, tour operators, travel agents and their associations to participate;
- cartographic product supply;
- Other methods used in the procedure established by the laws of the Republic of Uzbekistan.

The National Company "Uzbektourism" was considered as an authorized state body in sphere of tourism and in its activities was accountable to the Cabinet of Ministers of the Republic of Uzbekistan. The company was the main coordinating body, which provides the development of a unified state policy in sphere of tourism within the territory of the Republic Uzbekistan.



Source: http://lex.uz/pages/getpage.aspx?lact_id=3077025

Figure 1.3.2. The State bodies on tourism management in Uzbekistan.

On December 2, 2016, the president of the Republic of Uzbekistan signed the decree №4861 “On measures to ensure the accelerated development of the tourism industry of the Republic of Uzbekistan” in order to create favorable economic and organizational and legal conditions for the intensive development of tourism as a strategic branch of the country’s economy, the most complete and effective use of the huge tourist potential of the regions, cardinal improvement of the management of the tourism industry, creation and promotion of the national tourism product to the world markets. After signing the decrees №4861 and №2666, the State Committee of the Republic of Uzbekistan for the development of tourism was established on the basis of the abolished National Company “Uzbektourism”.

CHAPTER TWO.
MARKETING TOOLS FOR THE DEVELOPMENT OF TOURIST
DESTINATIONS.

2.1. Destination marketing in travel and tourism.

The United Nations World Tourism Organization (UNWTO) defines tourism as “the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited”³⁷.

The UN definition pulls together the three main elements of travel and tourism:

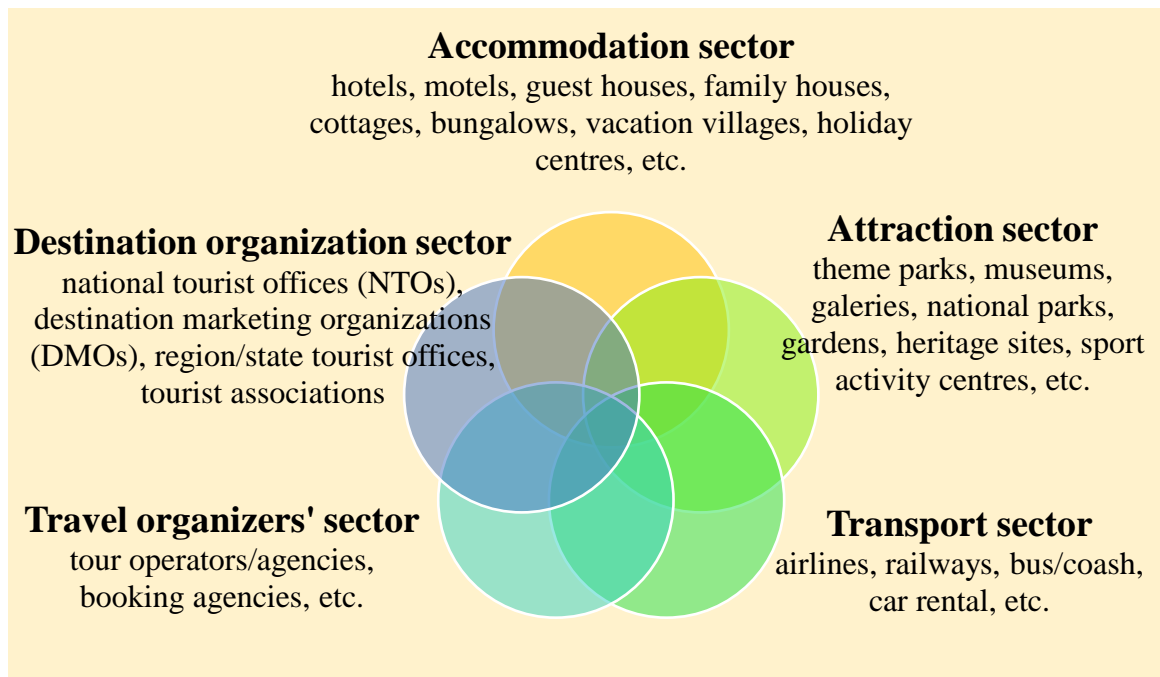
1. Visitor activity is concerned only with aspects of life outside normal routines of work and social commitments, and outside the location of those routines.
2. The activity necessitates travel and, in nearly every case, some form of transport to the destination.
3. Specific destinations are the focus for a range of activities and a range of facilities required to support those activities. Such activities and facilities have a combination of economic, social and physical environmental impacts that are the basis for tourism policy and visitor management programs.

Marketing is a subject of vital concern in travel and tourism because it is the principal management influence that can be brought to bear on the size and behavior of this major global market³⁸.

Within the total market there are many submarkets or segments, and many products designed and provided by a wide range of organizations, which are categorized in Figure 2.1.1.

³⁷ <http://www2.unwto.org/en>

³⁸ The Meaning of Marketing in Travel and Tourism e-book.



Source: *The Meaning of Marketing in Travel and Tourism e-book.*

Figure 2.1.1. The Five main sector of Tourism industry.

Defined as a market, travel and tourism is best understood in terms of demand and supply. **Marketing** is a vital role for national tourism organizations (NTOs) and other area organizations, most of which are not directly engaged in the sale of products although they are increasingly involved with commercial partners.

Destination

Destinations are places that attract visitors for a temporary stay, and range from continents to countries to states and provinces to cities to villages to purpose built resort areas. At the foundation level destinations are essentially communities based on local government boundaries. The WTO offered the following working definition of a “local tourism destination”: A local tourism destination is a physical space in which a visitor spends at least one overnight. It includes tourism products such as support services and attractions, and tourism resources within one day’s return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness. Local destinations incorporate various stakeholders often including a host

community and can nest and network to form larger destinations. Tourists travel to destinations. Destinations are places with some form of actual or perceived boundary, such as the physical boundary of an island, political boundaries, or even market-created boundaries. Destinations may not welcome tourists uniformly. Due to location, climate, limited resources, size, and cultural heritage, some places have few economic choices other than to participate in tourism. The desire to become a recognised destination presents a difficult marketing challenge.

Tourism destination marketing

Destination marketing is an integral part of developing and retaining a particular location's popularity. Too often, however, tourism planners focus only on destination developments without paying attention to retaining and preserving the attributes that attracted travelers to the destination in the first place.

Destination marketing organisations

A destination marketing organisation is any organisation, at any level, which is responsible for the marketing of identifiable destination. This therefore excludes separate government departments that are responsible for planning and policy. Destination marketing organisations (DMOs) are concerned with the selling of places, a field of study that has only relatively recently attracted significant research attention.

The WTO introduced the term national tourism administration (NTA) as "authorities in the central state administration, or other official organisation, in charge of tourism development at the national level". The term NTA was used to reflect the new concept of tourism management at national level and to stress that the majority of countries are moving away from the traditional system, where the national tourist organisation is essentially a central publicity body, to the newer concept of a national tourism administration which sees promotion and marketing as one of many functions³⁹.

³⁹ The tourism destination marketing, 2010. Ispas Ana. Universitatea transilvania din Brasov.

International tourism

People, who travel to stay in countries other than their normal country of residence for less than a year, are described as international tourists. They are usually treated by governments as the most important market sector of tourism because, compared with domestic tourists, they typically spend more, stay longer at the destination, use more expensive transport and accommodation, and bring in foreign currency which contributes to a destination country's international balance of payments. International tourism is also easier to measure than domestic tourism and such visitors tend to be more recognizable as tourists at destinations.

The following sectors have been analysed in comparison to Travel & Tourism. They were selected as having a similar breadth and global presence as Travel & Tourism.

Agriculture: includes agriculture, forestry, and fishing.

Mining: includes the extraction of oil, natural gas, coal, metals, and related services.

Chemicals manufacturing: includes drugs & medicines, manufacture of basic pharmaceutical products and pharmaceutical preparations, plastics, rubber, paint, polishes, ink, perfumes, cosmetics, soap, cleaning materials, fertilizer, pesticides, other chemicals.

- Automotive manufacturing: includes motor vehicles and parts & accessories.

- Retail (without wholesale): includes all retail trade (i.e., Retail trade, except of motor vehicles & retail codes to motor vehicles and motorcycles).

- Financial Services: includes financial and insurance activities.

- Banking: includes all banking activities and related services.

- Education: includes all levels of educational services.

- The analysis examines the economic value of industries on three levels.

- Travel & Tourism is an important economic activity in most countries around the world. As well as its direct economic impact, the industry has

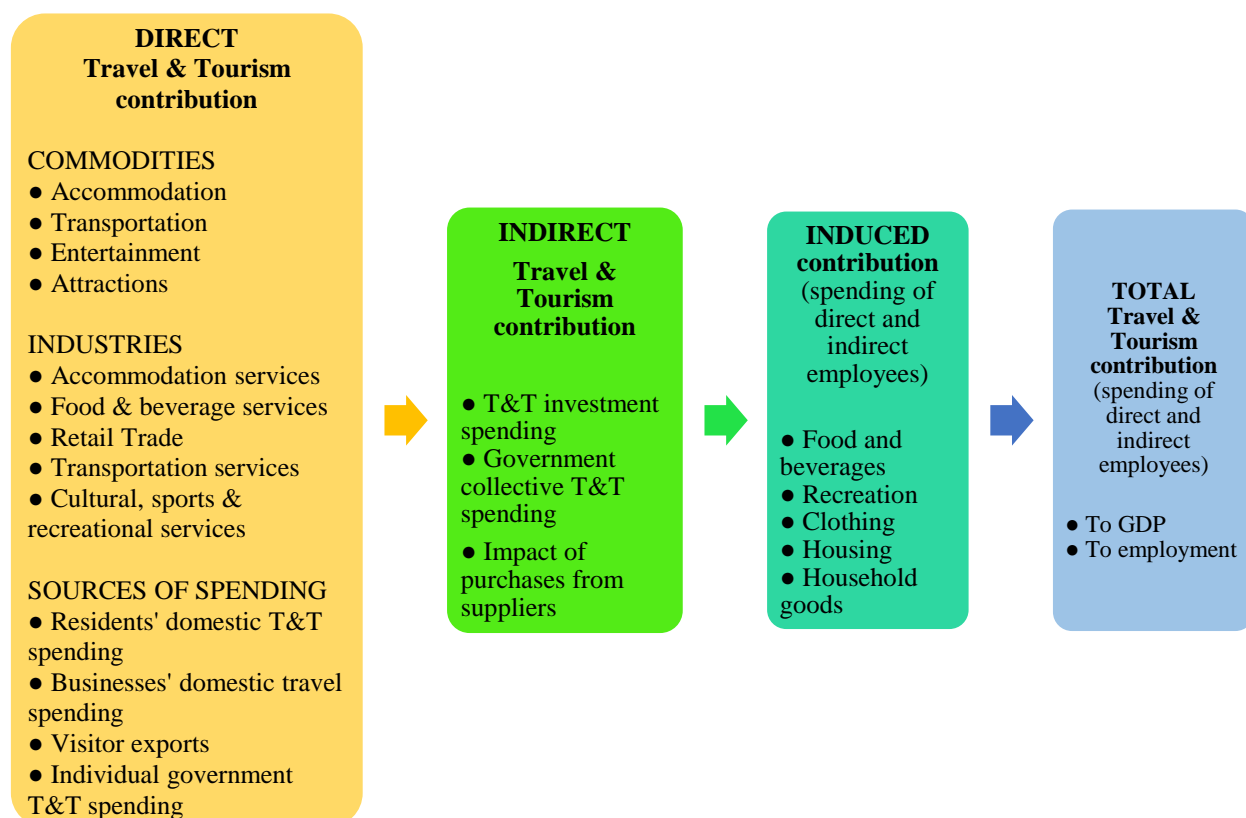
significant indirect and induced impacts. The UN Statistics Division-approved Tourism Satellite Accounting methodology quantifies only the direct contribution of Travel & Tourism. But WTTC recognises that Travel & Tourism’s total contribution is much greater, and aims to capture its indirect and induced impacts through its annual research.

Direct: this includes only those employees and the related value added for the relevant sector. In the case of Travel & Tourism, we only count the value added of the accommodation, recreation, transportation, and other related sectors.

Indirect: this measures the supply chain impact (also called inter-industry linkages) for each sector.

Induced: this measures the impacts of incomes earned directly and indirectly as they are spent in the local economy.

The sum of direct, indirect, and induced impacts equals the total economic impact of a sector.












Source: WTTC. *The Economic Impact of Travel & Tourism Journal*, March 2017.

Figure 2.1.2. The economic contribution of Travel & Tourism.

At nearly \$US 2.4 trillion in 2014, Travel & Tourism direct industry GDP represents nearly 3.1% of global GDP and is larger than the chemicals manufacturing and automotive manufacturing sectors. Travel & Tourism directly generates more than double the GDP of automotive manufacturing and is nearly 50% larger than the global chemicals industry. Travel & Tourism is nearly equivalent to the size of the global banking and education sectors.

Table 2.1.1.

Global GDP Impact by Industry in 2014.

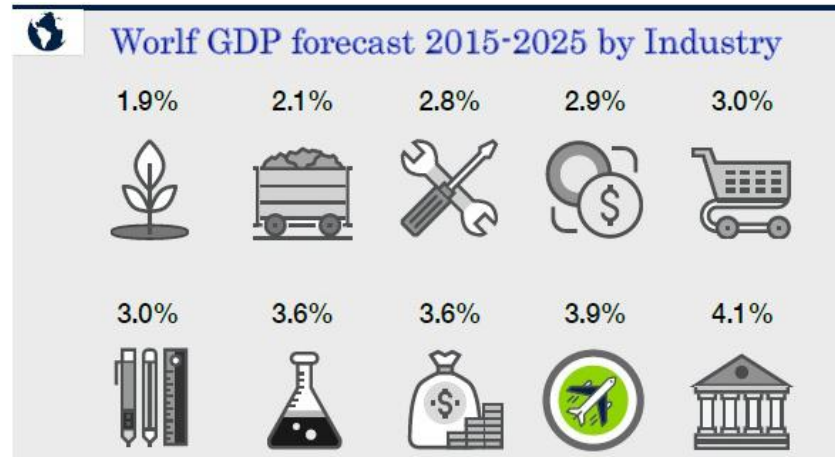
Industry	GDP (\$US billions)	% of Global GDP
 Automotive Manufacturing	\$914	1.2%
 Chemicals Manufacturing	\$1,590	2.1%
 Travel & Tourism	\$2,365	3.1%
 Banking	\$2,436	3.2%
 Education	\$2,605	3.4%
 Agriculture	\$3,111	4.0%
 Mining	\$3,897	5.1%
 Retail (without wholesale)	\$4,261	5.5%
 Financial Services	\$4,796	6.2%
Total	\$77,085	100%

Source: WTTC. Benchmarking Travel and Tourism report. 2015

The Oxford Economics global industry model projects Travel & Tourism direct industry GDP to grow 3.9% per annum (compound annual growth) over the next decade. This is greater growth than forecast for every sector studied in this research except for banking. Travel & Tourism will outpace the total global economy, which Oxford Economics expects to grow 2.9% per annum through 2025.

Through the last year, safety and security concerns have moved into the spotlight, and we have to assume that these issues will continue to cause difficulties in the years ahead. We note that the sector remains resilient and that

governments are working hard to ensure the safety of tourists and to minimise the impact of security threats. Incidents such as the ones we observed with shock and sadness in recent months will not stop people travelling, as the world continues to go about its business.



Source: WTTC. *Benchmarking Travel and Tourism report. 2015*

Figure 2.1.3. World GDP forecast by Industry for 2015-2025 years.

There are other factors which are influencing the flow of travellers around the world. Notably, the strength of the US dollar relative to other currencies is shifting the price competitiveness of destinations and will affect who travels where this year. Undoubtedly new developments will emerge alongside these existing factors. Travel & Tourism is a key force for good, and it has proven in the past that it is strong and adaptable enough to face any challenges. It will continue to grow, to create jobs, and to bring economic and social benefits.

The year in a row that Travel & Tourism has outpaced the global economy, showing the sector’s resilience, and the eagerness of people to continue to travel and discover new places, despite economic and political challenges across the world. Travel & Tourism sector in 2016 (3.3%) outpaced that of the global economy (2.5%) and a number of other major sectors such as manufacturing and retail. In total, Travel & Tourism generated 5.8% percent of global export dollars,

US \$7.6 trillion (10.2% of global GDP) and supported 292 million jobs, equivalent to 1 in 10 jobs in the global economy⁴⁰.



Source: World Travel & Tourism Council (www.wttc.org)

Figure 2.1.4. Travel and tourism: Economic impact 2017.

The Travel & Tourism sector is expected to grow faster than the wider economy and many other industries over the next decade. It is anticipated to support over 370 million jobs by 2026. Such strong growth will require tourism destinations across the world to provide environments that are conducive to business development. It will require effective coordination between public institutions and the private sector around the world⁴¹.

Domestic tourism

People who travel and stay overnight within the boundaries of their own country are classified as domestic tourists. Estimates of the size of this sector of the market vary because in many countries domestic tourism is not adequately measured at present.

⁴⁰ WTTC: Travel and Tourism, Economic impact journal. 2016. (www.wttc.org)

⁴¹ WTTC: The Economic impact of Travel and Tourism Journal. 2017. (www.wttc.org)

The total market for travel and tourism comprises three main elements: international visits inbound to a country; outbound international visits made by a country's residents; and domestic visits including day visits from home. The total market has grown rapidly in recent years and is now very large, encompassing the great majority of the population of economically developed countries.

Frequent, repeat purchases of travel and tourism products in a year are already a normal experience for many people. Although the statistics are inevitably open to dispute, travel and tourism is now the largest sector of world trade and in developed countries typically contributes **5–10 percent of gross domestic product**. As major population, countries such as China and India expand and develop their own tourism industries in the coming decades, to take dominant positions as destinations and generating countries in the global market, one may safely predict that marketing will be a subject of growing significance and interest⁴².

In Uzbekistan, the direct contribution of Travel & Tourism to GDP was UZS 2,002.6bn or USD0.7bn*, **1.0% of total GDP** in 2016. This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). However, it also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists.

Tourism sector of Uzbekistan directly supported 140,000 jobs that is 0.8% of total employment. In 2016, Visitor exports are a key component of the direct contribution of Travel & Tourism and generated UZS614.1bn (USD208.1mn), 1.4% of total exports. In 2017, the country is expected to attract 1,857,000 international tourist arrivals. By 2027, international tourist arrivals are forecast to total 3,903,000 international tourist arrivals.

Travel & Tourism investment in 2016 was UZS 1,008.0bn, 2.1% of total investment (USD0.3bn).

** - All values are in constant 2016 prices & exchange rates*

⁴² WTTC: The Economic impact of Travel and Tourism Journal. 2017. (www.wttc.org)

Travel and Tourism spending effect are classified and divided into three main elements as following:

(DIRECT) TRAVELLERS PAY DIRECTLY TO...

Airlines, coaches, rental cars, trains, cruise lines, travel agents, hotels, convention centres, restaurants, shopping centres, sports arenas, entertainment, theatre, recreation etc.

(INDIRECT) THESE ARE SUPPLIED BY...

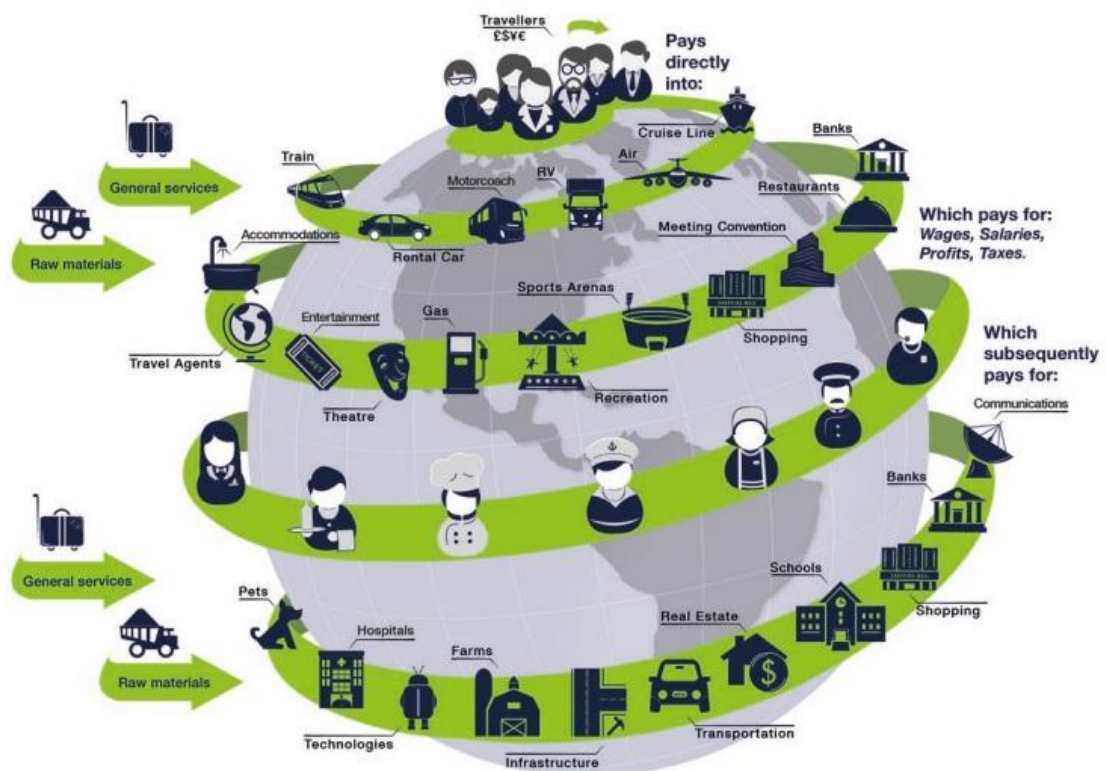
Outside goods and services such as marketing and PR, cleaning and maintenance, energy providers, catering and food production, design and print etc.

(JOBS) BOTH OF WHICH CREATE JOBS...

Which pay salaries, wages, profits, and taxes

(INDUCED) WHICH PAY INTO...

Infrastructure, agriculture, technology, real estate, communications, education, banks, healthcare and more.



Source: WTTC and Oxford Economics materials (www.wttc.org)

Figure 2.1.5. How money travels in travel and tourism.

2.2 Marketing strategies in the development of regional tourist destinations.

The strategic plan defines the company's overall mission and objectives. Marketing's role and activities summarizes the major activities involved in managing customer-driven marketing strategy and the marketing mix. Consumers stand in the center. The goal is to create value for customers and build profitable customer relationships.

Next comes, **marketing strategy** – the marketing logic by which the company hopes to create this customer value and achieve these profitable relationships. The company decides which customers it will serve (segmentation and targeting) and how (differentiation and positioning). It identifies the total market, then divides it into smaller segments, selects the most promising segments, and focuses on serving and satisfying the customers in these segments.

Guided by marketing strategy, the company designs an integrated *marketing mix* made up of factors under its control – product, price, place and promotion (the four Ps). To find the best marketing strategy and mix, the company engages in marketing analysis, planning, implementation and control. Through these activities, the company watches and adapts to the actors and forces in the marketing environment.

Market segmentation

The market consists of many types of customers, products and needs. The marketer has to determine which segments offer the best opportunities. Consumers can be grouped and served in various ways based on geographic, demographic, and behavioral factors. The process of dividing a market into distinct groups of buyers who have different needs, characteristics or behaviors who might require separate products or marketing programs is called **market segmentation**.

Every market has segments, but not all ways of segmenting a market are equally useful. A **market segment** consists of consumers who respond in a similar way to a given set of marketing efforts. In the car market, for example, consumers

who want the biggest, most comfortable car regardless of price make up one market segment. Consumers who care mainly about price and operating economy make up another segment. It would be difficult to make one car model that was the first choice of consumers in both segments. Companies are wise to focus their efforts on meeting the distinct needs of individual market segments.

Market Targeting

After a company has defined market segments, it can enter one or many of these segments. **Market targeting** involves evaluating each market segment's attractiveness and selecting one or more segments to enter. A company should target segments in which it can profitably generate the greatest customer value and sustain it over time.

A company with limited resources might decide to serve only one or a few special segments or "market niches". Such "niches" specialize in serving customer segments that major competitors overlook or ignore.

Most companies enter a new market by serving a single segment, and if this proves successful, they add more segments. For example, Nike started with innovative running shoes for serious runners. Large companies eventually seek full market coverage. Nike now makes and sells abroad range of sports products for just about anyone and everyone, with the goal of "helping athletes at every level of ability reach their potential". It has different products designed to meet the special needs of each segment it serves.

Market Differentiation and Positioning

After a company has decided which market segments to enter, it must decide how it will differentiate its market offering for each targeted segment and what positions it wants to occupy in those segments. A product's position is the place the product occupies relative to competitors' products in consumers' minds. Marketers want to develop unique market positions for their products. If a product is perceived to be exactly like others on the market, consumers would have no reason to buy it.

Positioning is arranging for a product to occupy a clear, distinctive and desirable place relative to competing products in the minds of target consumers. As one positioning expert puts it, positioning is “why a shopper will pay a little more for your brand”. Thus, marketers plan positions that distinguish their products from competing brands and give them the greatest advantage in their target markets.

Table 2.2.1.

Marketing positioning in leading companies and destinations.

№	Brand image	Organization	Brand positioning
1.		Nokia	Connecting people
2.		LG	Life's good
3.		Thomas Cook	Let's Go
4.		Tripadvisor	Know better. Book better. Go Better.
5.		Central Asia Travel	Feel the Orient
№	Brand image	Destination	Brand positioning
1.		France	Rendez vous en France
2.		Azerbaijan	Land of Fire
3.		Spain	I need Spain
4.		Ecuador	Ama la vida
5.		Khorezm	Feel the live heritage

Source: Adapted by the author from internet materials.

In positioning its product, the company first identifies possible customer value differences that provide competitive advantages upon which to build the position. The company can offer greater customer value either by charging lower prices than competitors, or by offering more benefits to justify higher prices. But if

the company promises greater value, it must then deliver that greater value. Thus, effective positioning begins with differentiation – actually differentiating the company's market offering so that it gives consumers more value. Once the company has chosen a desired position, it must take strong steps to deliver and communicate that position to target consumers. The company's entire marketing program should support the chosen positioning strategy⁴³.

Distribution channels

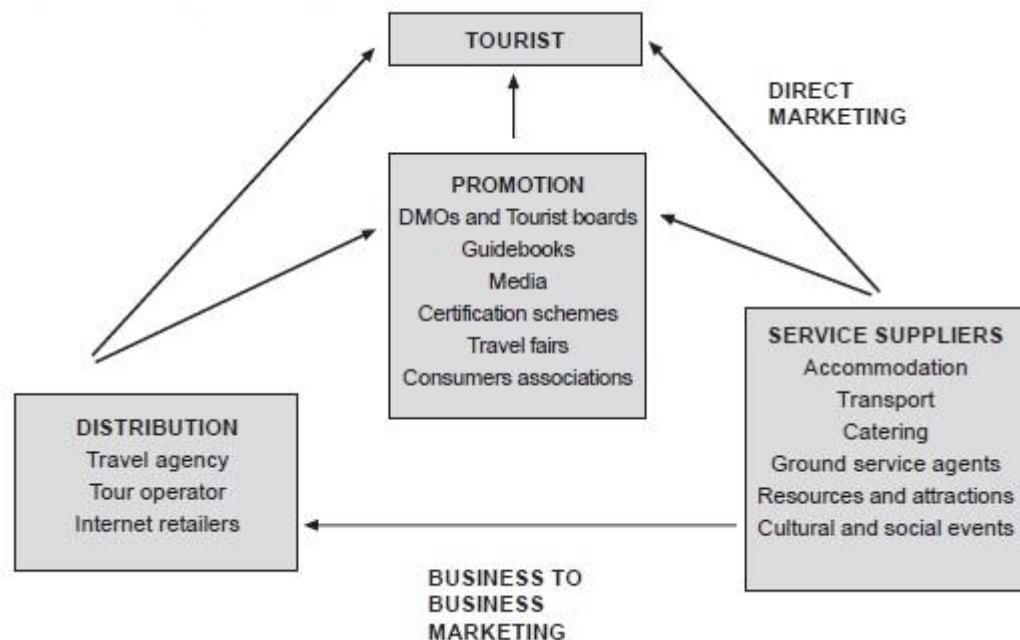
The tourism marketplace is made up of a large number of tourism service suppliers trying to reach a multiplicity of tourist markets. They do so targeting the tourists directly, developing positive messages about their product through promotion channels, and working with intermediary distribution channels that will sell a range of services tailored to the market's needs. Figure 2.2.1 maps out key players in producing, promoting and distributing tourism products, inevitably there are many organisations that do both, and they have been placed according to their core function. There are two commercialisation strategies:

Business to consumer (B2C). Tourism service suppliers can use a range of direct marketing channels such as database and internet marketing to attract tourists. The advantage is having a greater control over the message sent and the type of tourist attracted. The disadvantages are that this is done at a greater financial risk, with potentially high start up costs. Box 2 includes a summary of main channels for direct marketing.

Business to business (B2B). The main focus of this report is for suppliers to trade through intermediaries that take the role of either selling individual services, packaging them or doing the marketing and booking. Tourism suppliers benefit from outsourcing the cost and risk of marketing. The advantages are diversification of markets that reduce risk, a potentially secure level of business, and fixed commissions that facilitate financial planning. The challenges are less control over marketing messages, markets and income streams.

⁴³Marketing. An introduction – tenth edition. Philip Kotler and Gary Armstrong, 2011.

Most often, tourism suppliers combine the two: direct (B2C) and via distributors (B2B). In the latter case, intermediaries are used to provide a baseline level of business that ensures minimum occupancy rates or load factors, which provides a contribution towards fixed costs of capital repayment and salaries.



Source: Adapted by the author from various resources.

Figure 2.2.1. Mapping the marketing promotion and distribution channels.

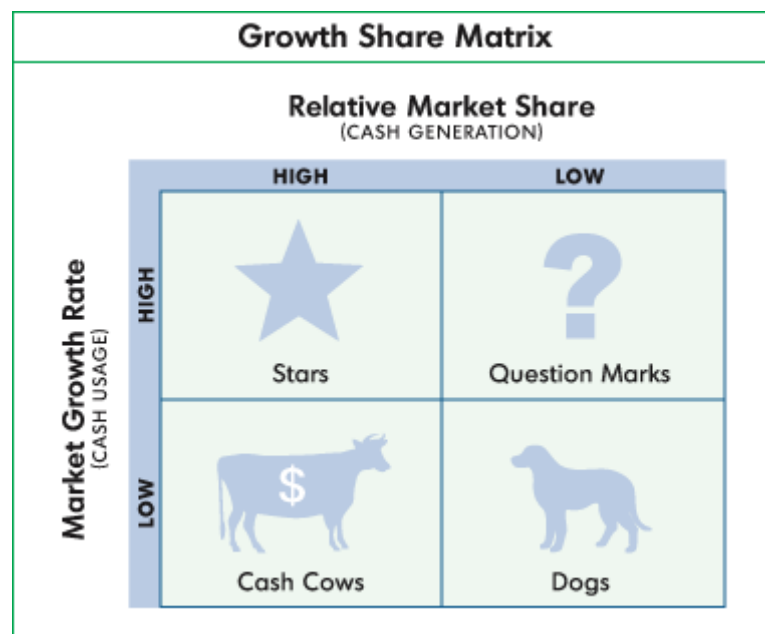
Direct marketing is used to capture repeat visitors, particular market segments and for specific promotions. The balance between the two types of marketing is determined by how entrepreneurial the company is, the availability of knowledge and funds, and the interest of intermediaries to work with it. Promotion strategies are the consequence of the distribution strategy, with some of the promotion tools listed in figure 2.2.1 being used to generate direct sales, or to increase the interest of distribution channels in working with these suppliers.

This section reviews the potential and challenges faced by different promotion and distribution channels to contribute to the marketing of service suppliers that are sustainable. While eight distribution and communication channels are reviewed here, some of these (particularly tour operators) are much

larger than the others, whereas some of them only have an impact on a niche market, or are highlighted here because of their potential for the future⁴⁴.

The Boston Consulting Group Approach.

Using the now-classic Boston Consulting Group (BCG) approach, a company classifies all its strategic business units (SBU) according to the **growth-share matrix** as shown in figure 2.2.2. On the vertical axis, *market growth rate* provides a measure of market attractiveness. On the horizontal axis, *relative market share* serves as a measure of company strength in the market. The growth-share matrix defines four types of SBUs:



Source: Philip Kotler's "Marketing an introduction – tenth edition" book. 2011.

Figure 2.2.2. BCG growth-share matrix.

Stars. Stars are high-growth, high-share businesses or products. They often need heavy investments to finance their rapid growth. Eventually their growth will slow down, and they will turn into cash cows.

Cash cows. Cash cows are low-growth, high-share businesses or products. These established and successful SBUs need less investment to hold their market

⁴⁴ Xavier Font and Benjamin Carey. Marketing Sustainable Tourism Products. UN Environment Programme and Regione Toscana, 2005.

share. Thus, they produce many cash that the company uses to pay its bills and to support other SBUs that need investment.

Question marks. Question marks are low-share business units in high-growth markets. They require many cash to hold their share, let alone increase it. Management has to think hard about which question marks it should try to build into stars and which should be phased out.

Dogs. Dogs are low-growth, low-share businesses and products. they may generate enough cash to maintain themselves but do not promise to be large sources of cash.

As time passes, SBUs change their positions in the growth-share matrix. Many SBUs start out as question marks and move into the star category if they succeed. They later become cash cows as market growth falls, then finally die off or turn into dogs toward the end of their life cycle. The company needs to add new products and units continuously so that some of them will become stars and, eventually, cash cows that will help finance other SBUs.

Problems with Matrix Approaches. The BCG and other formal methods revolutionized strategic planning. However, such centralized approaches have limitations: They can be difficult to define SBUs and measure market share and growth. In addition, these approaches focus on classifying *current* businesses, but provide little advice for *future* planning.

Because of such problems, many companies have dropped formal matrix methods in favor of more customized approaches that better suit their specific situations. Moreover, unlike former strategic-planning efforts that rested mostly in the hands of senior managers at company headquarters, today's strategic planning has been decentralized. Increasingly, companies are placing responsibility for strategic planning in the hands of cross-functional teams of divisional managers who are close to their market.

2.3 Social media as a marketing tool in the case of developed countries

Social media are computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks. The variety of stand-alone and built-in social media services currently available introduces challenges of definition; however, there are some common features⁴⁵:

1. Social media are interactive Web 2.0 Internet-based applications.
2. User-generated content, such as text posts or comments, digital photos or videos, and data generated through all online interactions, are the lifeblood of social media.
3. Users create service-specific profiles for the website or app that are designed and maintained by the social media organization.
4. Social media facilitate the development of online social networks by connecting a user's profile with those of other individuals or groups.

Social media differ from paper-based media (e.g., magazines and newspapers) or traditional electronic media such as TV broadcasting in many ways, including quality, reach, frequency, usability, immediacy, and permanence.

Social media operate in a dialogic transmission system (many sources to many receivers)⁴⁶. This is in contrast to traditional media, which operates under a monologic transmission model (one source to many receivers), such as a paper newspaper which is delivered to many subscribers or a radio station which broadcasts the same programs to an entire city. Some of the most popular social media websites are Baidu Tieba, Facebook (and its associated Facebook Messenger), Gab, Google+, Instagram, LinkedIn, Pinterest, Reddit, Snapchat, Tumblr, Twitter, Viber, WeChat, Weibo, WhatsApp, and YouTube. These social media websites have more than 100,000,000 registered users.

⁴⁵ Obar, Jonathan A.; Wildman, Steve (2015). "Social media definition and the governance challenge: An introduction to the special issue". *Telecommunications policy*. 39 (9): p.745–750.

⁴⁶ Pavlik & MacIntoch, John and Shawn (2015). *Converging Media 4th Edition*. New York, NY: Oxford University Press. p.189.

In 2016, Merriam-Webster defined social media as “Forms of electronic communication” (such as Web sites) through which people create online communities to share information, ideas, personal messages, etc.⁴⁷

The term social media is usually used to describe social networking sites such as:

1. Facebook – an online social networking site that allows users to create their personal profiles, share photos and videos, and communicate with other users;
2. Twitter – an internet service that allows users to post “tweets” for their followers to see updates in real-time;
3. LinkedIn – a networking website for the business community that allows users to create professional profiles, post resumes, and communicate with other professionals and job-seekers;
4. Pinterest – an online community that allows users to display photos of items found on the web by “pinning” them and sharing ideas with others;
5. Snapchat – an app for mobile devices that allows users to send and share photos of themselves doing their daily activities.

Social media technologies take many different forms including blogs, business networks, enterprise social networks, forums, microblogs, photo sharing, products/services review, social bookmarking, social gaming, social networks, video sharing, and virtual worlds⁴⁸.

The Social Network Revolution has led to the rise of the networking sites. Research shows that the audience spends 22 percent of their time on social networking sites, thus proving how popular social media platforms have become.

This increase is because of the smart phones that are now in the daily lives of most humans⁴⁹.

⁴⁷ Dictionary and Thesaurus | “Merriam-Webster” www.merriam-webster.com. Retrieved 2016-08-10.

⁴⁸ Aichner, T. and Jacob, F. (March 2015). “Measuring the Degree of Corporate Social Media Use”. *International Journal of Market Research*. 57 (2): p.257–275.











⁴⁹ Metzger, Justin. “Cell phones”

Most popular services

This is a list of the leading social networks based on number of active user accounts as of April 2017⁵⁰:

Table 2.3.1.

Top 10 active used Social networks.

№	Image	Social network	Country	Number of users
1		Facebook	USA	1 968 000 000
2		WhatsApp	USA	1 200 000 000
3		YouTube	USA	1 000 000 000
4		Facebook Messenger	USA	1 000 000 000
5		WeChat	China	889 000 000
6		Tencent QQ	China	868 000 000
7		Instagram	USA	600 000 000
8		QZone	China	595 000 000
9		Tumblr	USA	550 000 000
10		Twitter	USA	319 000 000

Source: developed by author

According to the article “The Emerging Role of Social Media in Political and Regime Change” by Rita Safranek, the Middle East and North Africa region has one of the most youthful populations in the world, with people under 25 making up between 35–45% of the population in each country. They make up the majority of social media users, including about 17 million Facebook users, 25,000 Twitter accounts and 40,000 active blogs, according to the Arab Advisors Group⁵¹.

⁵⁰ “Leading global social networks 2016 | Statista”. *Statista*. Retrieved 2016-10-22.

⁵¹ Safranek, R. “The Emerging Role of Social Media in Regime Change”. Proquest Discovery Guides. Retrieved 19 March 2013.

Destination Marketing Organizations (DMOs) and social media

A destination marketing organization (DMO) or convention and visitors bureau (CVB) is an organization that promotes a town, city, region, or country in order to increase the number of visitors. It promotes the development and marketing of a destination, focusing on convention sales, tourism marketing, and services.

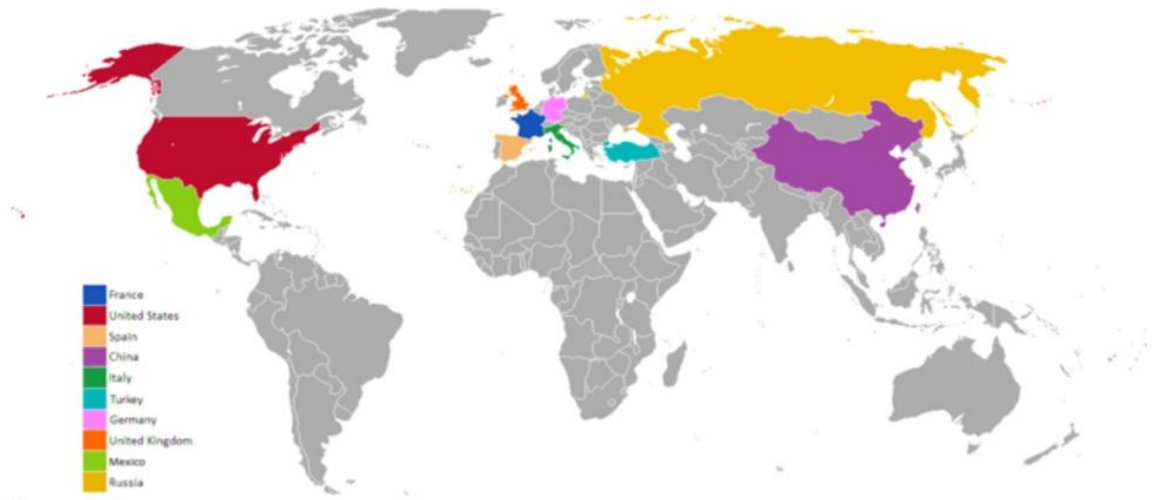
Such organizations promote economic development of a destination by increasing visits from tourists and business travellers, which generates overnight lodging for a destination, visits to restaurants, and shopping revenues and are typically funded by taxes. Convention and visitor bureaus are the most important tourism marketing organizations in their respective tourist destinations, as they are directly responsible for marketing the destination brand through travel and tourism “product awareness” to visitors. DMOs produce billions of dollars in direct and indirect revenue and taxes for their destinations’ economies with their marketing and sales expertise.

Destination marketing organizations are often called travel, convention, visitors, or tourism bureaux, welcome centres, information centres and more. Regardless of the name, these organizations offer many services to the traveling public.

Services

Typically, a convention and visitors bureau provides information about a destination’s lodging, dining, attractions, events, museums, arts and culture, history and recreation. Some even provide bus services, insider tips, top ten attraction and activity lists, blogs, photos, forums, free things to do, season-specific activity suggestions and more. The organization works with tourists and meeting planners to provide valuable information on their local area. Their goal is to help make a visitor’s trip or a conference attendees’ meeting a much more enjoyable and rewarding experience. In many locations, they work closely with a convention centre that will offer large spaces for larger meetings, trade shows, and conventions than can be accommodated in a single hotel. Usually, these

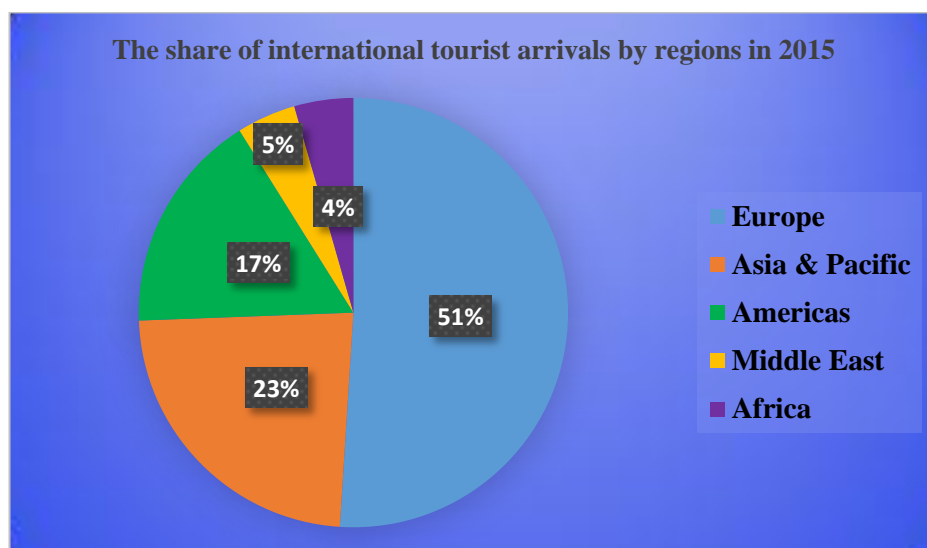
organizations also have a local office where one can find maps, brochures, travel professionals, local insight, visitors' guides, souvenirs and more.



Source: UNWTO (www.unwto.org).

Figure 2.3.1. Top 10 visited tourist destinations in 2015.

The World Tourism rankings are compiled by the United Nations World Tourism Organization as part of their World Tourism Barometer publication, which is released three times throughout the year. In the publication, UN regions and sub regions are ranked by the number of international visitor arrivals, by the revenue generated by inbound tourism, and by the expenditures of outbound travellers.



Source: Adapted by the author from UNWTO (www.unwto.org).

Figure 2.3.2. The share of international tourist arrivals by regions in 2015.

In 2015, there were over 608 million international tourist arrivals to Europe, an increase of 5.0%, 279 million international tourist arrivals to Asia and the Pacific, an increase of 6.0%, 199 million international tourist arrivals to the Americas, an increase of 6.0%, 53 million international tourist arrivals to the Middle East, an increase of 2.0% over 2014 and 53 million international tourist arrivals to Africa with a decrease of 3% from 2014.

In 2015, there were 1.186 billion international tourist arrivals worldwide, with a growth of 5% as compared to 1.133 billion in 2014. As shown in Table 2.3.2, data at the top 10 most visited international destinations differ from established Twitter accounts. The top 10 international tourism destinations in 2015 were as following⁵²:

Table 2.3.2.

2015 World’s top 10 tourist destinations.

Rank ↕	Destination ↕	UNWTO Region ^[3] ↕	International tourist arrivals (2015) ^[1] ↕	International tourist arrivals (2014) ^[4] ↕	Change (2014 to 2015) (%) ↕	Change (2013 to 2014) (%) ↕
1	 France	Europe	84.5 million	83.7 million	▲ 0.9	▲ 0.1
2	 United States	North America	77.5 million	75.0 million	▲ 3.3	▲ 7.2
3	 Spain	Europe	68.2 million	64.9 million	▲ 5.0	▲ 7.0
4	 China	Asia	56.9 million	55.6 million	▲ 2.3	▼ 0.1
5	 Italy	Europe	50.7 million	48.6 million	▲ 4.4	▲ 1.8
6	 Turkey	Europe	39.4 million	39.8 million	▼ 0.8	▲ 5.3
7	 Germany	Europe	35.0 million	33.0 million	▲ 6.0	▲ 4.6
8	 United Kingdom	Europe	34.4 million	32.6 million	▲ 5.6	▲ 5.0
9	 Mexico	North America	32.1 million	29.3 million	▲ 9.4	▲ 21.5
10	 Russia	Europe	31.3 million	29.8 million	▲ 5.0	▲ 5.3

Source: UNWTO (www.unwto.org).











Twitter is a most popular online social networking and microblogging service all around the world that enables for users to send and share short text messages. Especially, more than 500 million registered users, including personal and organizational 140 million active accounts, in 20 different languages can post,

⁵² https://en.wikipedia.org/wiki/World_Tourism_rankings

follow, to be followed and retweet the text messages in a short time to deliver its good and services information to the customers. In travel and tourism sector, there are also lots of twitter accounts of tour operators, travel agencies, hotels, rent companies, restaurants, all related to tourism sector regarding to tourist destinations. Here, ten various tourist destinations, more clearly top tweeting countries, are analysed in the social network according to their twitter accounts⁵³.

Table 2.3.3.

Top tweeting countries on Twitter⁵⁴.

Rank		Country	Tweets/per 1000 tweets
1		United States	208
2		Brazil	137
3		Japan	95
4		Philippines	73
5		United Kingdom	67
6		Thailand	34
7		Spain	31
8		France	27
9		Malaysia	26
10		Turkey	26

Source: Adapted by author from www.tweeplers.com/countries/

The earliest users, Spain and Germany, established a Twitter account in 2008, yet Russia did not establish an account until November 2014 (See table 2.3.3). The date at which each DMO joined Twitter does not directly correspond with the number of followers. While it might be argued that DMOs managing a Twitter account for a longer period would have more followers, this is not always the case.

For instance, Germany established a Twitter account within year of Spain, but has over 260,000 visitors. While some organisations actively manage and grow their social media endeavours, other organisations simply join but perhaps lack the support, knowledge, or interest to maintain the accounts effectively. The dates at

⁵³ <https://en.wikipedia.org/wiki/Twitter>

⁵⁴ <http://www.tweeplers.com/countries/>

which the DMOs signed up for Twitter accounts are somewhat clustered. Five of ten DMOs joined in the autumn/winter while other half DMOs created Twitter account in spring/summer.

Table 2.3.4.

Twitter account analysis of Top 10 visited tourist destinations.

Country	Twitter handle	Followers	Following	Member since	Total № of tweets	№ of tweets May 2017
France	@UK_FranceFR	27 278	1 279	July 2009	5 423	7
USA	@VisitTheUSA	29 331	920	June 2009	6 677	19
Spain	@spain	267 654	24 798	December 2008	31 617	387
China	@VisitChinaNow	5 913	778	December 2013	2 044	23
Italy	@Italy_global	10 567	3 486	April 2013	66 737	500*
Turkey	@turkeytourism	13 780	8 743	May 2009	628	n/a
Germany	@GermanyTourism	43 166	1 098	November 2008	11 410	104
UK	@VisitBritain	361 155	3 342	January 2009	41 383	108
Mexico	@WeVisitMexico	136 189	2 295	July 2009	7 541	25
Russia	@Russia	227 456	484	November 2014	1 477	17
Uzbekistan	@UZB_OFFICIAL	756	59	June 2016	616	7
Khorezm	@Trip_To_Khorezm	1 450	626	April 2013	448	n/a

Source: Adapted by author from www.twitter.com.

* more than 500 tweets on May 2017 (included retweeted posts)

The sample of DMOs examined in this study confirms that social media is an interest to DMOs. The majority four of DMOs (Spain, UK, Mexico and Russia) maintain Twitter accounts. Those that do not maintain Twitter accounts are France and Turkey. No explanations for the lack of use of social media by the Italian and Chinese Tourist Offices were acquired. It does not define that those two countries have lack of internet or interest of Twitter. It is assumed that the reason they do not maintain Twitter accounts, they might have various Twitter accounts.

Facebook is an American for-profit corporation and an online social media and social networking service based in Menlo Park, California. The Facebook website was launched on February 4, 2004, by Mark Zuckerberg, along with

fellow Harvard College students and roommates, Eduardo Saverin, Andrew McCollum, Dustin Moskovitz, and Chris Hughes.

Facebook may be accessed by a large range of desktops, laptops, tablet computers, and smartphones over the Internet and mobile networks. After registering to use the site, users can create a user profile indicating their name, occupation, schools attended and so on. Users can add other users as “friends”, exchange messages, post status updates and digital photos, share digital videos and links, use various software applications (“apps”), and receive notifications when others update their profiles or make posts. Additionally, users may join common-interest user groups organized by workplace, school, hobbies or other topics, and categorize their friends into lists such as “People From Work” or “Close Friends”. In groups, editors can pin posts to top. Additionally, users can complain about or block unpleasant people. Because of the large volume of data that users submit to the service, Facebook has come under scrutiny for its privacy policies. Facebook makes most of its revenue from advertisements , which appear onscreen.

Facebook has affected the social life and activity of people in various ways. Facebook allows people using computers or mobile phones to continuously stay in touch with friends, relatives and other acquaintances wherever they are in the world, as long as there is access to the Internet.

Facebook has more than 1.94 billion monthly active users as of March 2017. As of April 2016, Facebook was the most popular social networking site in the world, based on the number of active user accounts. Facebook classifies users from the ages of 13 to 18 as minors and therefore sets their profiles to share content with friends only.

Table 2.3.5 describes the basic Facebook statistics for the selected 10 DMO Facebook accounts. These figures illustrate that, like the Twitter accounts, the date of DMOs joined Facebook does not directly correspond with the number of Facebook fans often DMOs view joining and exhibiting a presence, no matter how inactive, on social media sties as more important than the actual maintenance of

the site, the frequency with which they post, and the quality of the content distributed.

Table 2.3.5.

Facebook account analysis of Top 10 visited tourist destinations.

Country	Facebook page	№ of likes	Member since	№ of posts May 2017
France	facebook.com/guide.france	1 495 958	2002	10
USA	facebook.com/VisitTheUSA	6 177 929	n/a	4
Spain	facebook.com/spain.info	1 735 263	n/a	60
China	facebook.com/IloveTravelInChina	510	February 2012	5
Italy	facebook.com/italia.it	443 618	January 2012	107
Turkey	facebook.com/TurkeyHome	4 889 867	2014	65
Germany	facebook.com/germanytourism	2 308 691	n/a	20
UK	facebook.com/lovegreatbritain	3 314 720	n/a	32
Mexico	facebook.com/VisitMexico	5 129 853	n/a	21
Russia	facebook.com/TheRealRussia	329 823	September 2011	62
Uzbekistan	facebook.com/Uzbektourism	91	March 2010	n/a
Khorezm	facebook.com/khorezmtourism	57	n/a	6

Source: Adapted by author from www.facebook.com.

The major three destinations USA, Turkey and Mexico accounted for more than 60% of total likes by Facebook users among 10 DMOs. However, the frequency of monthly posts of two major destinations USA and Mexico does not correspondently respond with its number of likes. Besides, it is assumed that the reason for both Facebook and Twitter is not popular social network in China.

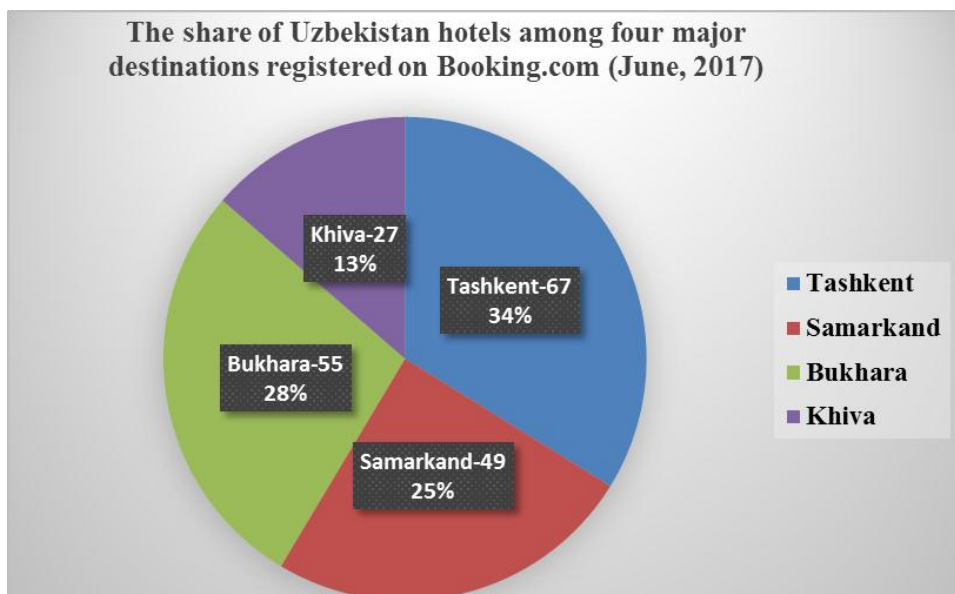
Booking.com is based in Amsterdam in the Netherlands, provides an online accommodation reservation service and is supported internationally by 187 offices in over 70 countries around the world:

It is the owner, controller and manager of the website, www.booking.com. Internationally, Booking.com is supported by various local companies – below, you can see the list of our support companies worldwide. It is the job of these support companies to provide in-country support for Booking.com, and in some instances, to provide customer care support. The support companies do not provide

an online reservations service and they do not own, control, host, manage or maintain the Booking.com website.

Booking.com is the world leader in booking accommodation online. Each day, over 1,200,000 room nights are reserved on Booking.com. The Booking.com website and apps attract visitors from both the leisure and business sectors worldwide. Established in 1996, Booking.com guarantees the best prices for every type of property, from small, family-run bed and breakfasts to executive apartments and five-star luxury suites. Truly international, Booking.com is available in more than 40 languages, and offers 1,313,568 active properties in 226 countries and territories.

In Uzbekistan, more than 220 properties registered on Booking.com. Most of the hotels are registered by Tashkent region (34%), afterward following Bukhara region (28%), 1/4 hotels recorded from Samarkand and the minority accounted 13% for Khorezm region.

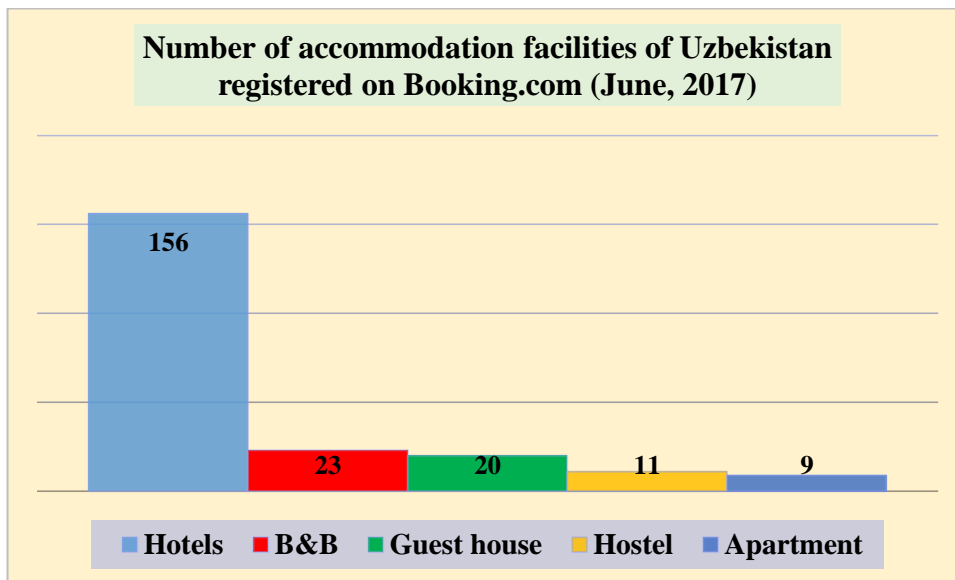


Source: Adapted by the author from Booking.com

Figure 2.3.3. Uzbekistan hotels registered on Booking.com

The accommodation facilities registered on Booking.com is classified to Hotels, Bed and Breakfast, Guesthouse, Hostel and Apartment to be useful for people selecting and booking accommodation facilities.

As shown below in figure 2.3.4, users can choose and book from 156 hotels, 23 Bed and Breakfast, 20 Guesthouse, 11 Hostel and 9 Apartment who are willing to start the journey along Uzbekistan.

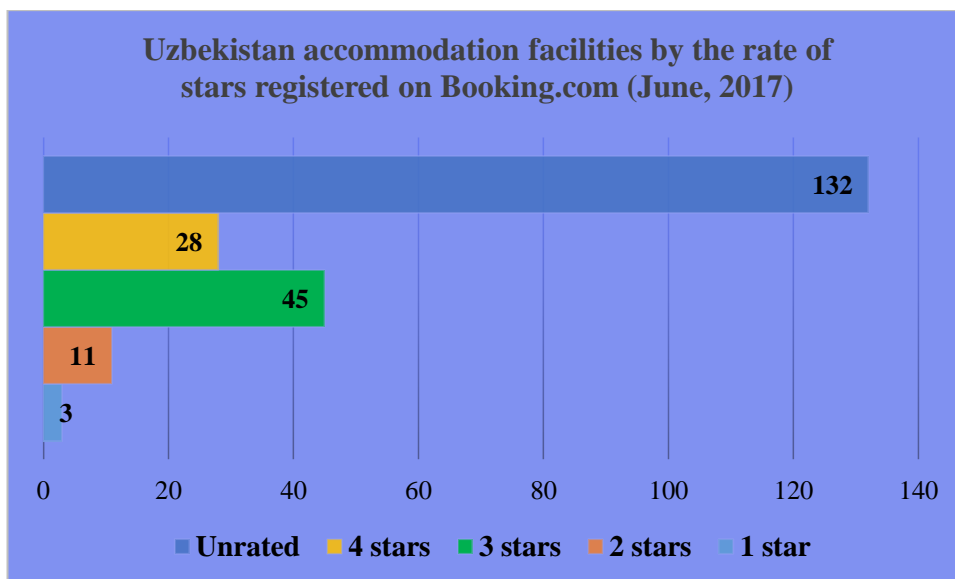


Source: Adapted by the author from Booking.com

Figure 2.3.4. The type of Uzbekistan accommodation facilities on Booking.com

In addition, the accommodation facilities registered on Booking.com are divided into the rates: Unrated, 1 star, 2 stars, 3 stars, 4 stars and 5 stars.

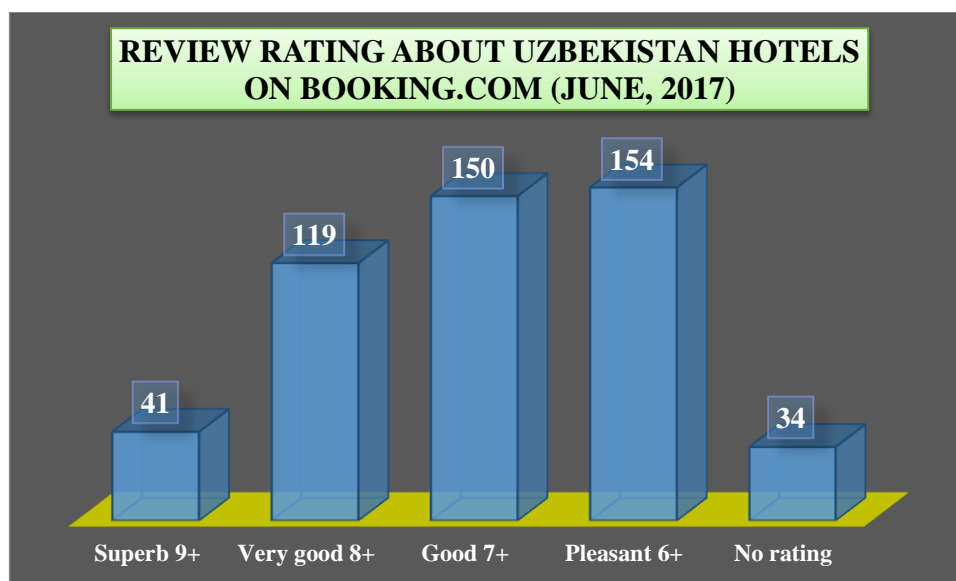
More than 130 hotels are not appointed by star rating, whilst 28 hotels are considered 4 stars, 45 hotels – 3 stars, 11 hotels – 2 stars and 3 hotels – 1 star.



Source: Adapted by the author from www.booking.com

Figure 2.3.5. Star rating of Uzbekistan hotels on Booking.com

As Booking.com is an online social platform with user-generated content where users not only plan travelling and book hotels and restaurants, but also they are able to give a feedback about their stay at the hotels or the destinations. During the research, we clarified the rating of reviews by the travellers about Uzbekistan hotels (see figure 2.3.6).



Source: Adapted by the author from www.booking.com

Figure 2.3.6. Travellers' feedback rating about Uzbekistan hotels.

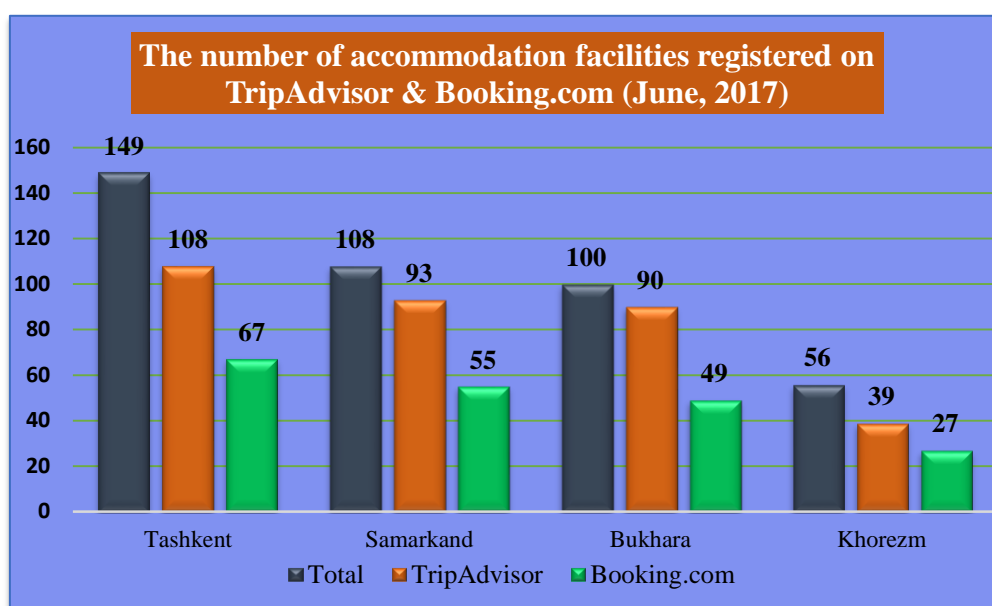
Many tourists consider that most of Uzbekistan hotels are placed properly close to the sightseeing, historical and cultural heritage sites. Thus, they rate highly for the location and comfort of the hotels. Besides, the visitors leave a comment on Booking.com more about the friendship of Uzbek people and the staff of the hotels. However, we should mention about some reviews of the tourists saying that internet and Wi-Fi service at many hotels is required to develop its stability. Moreover, visitors complain about the lack of additional services, live music or folk group performances, and non-stable international payment service at the hotels.

TripAdvisor, Inc. is an American travel website company providing reviews of travel-related content. It also includes interactive travel forums.

TripAdvisor was an early adopter of user-generated content. The website services are free to users, who provide most of the content, and the website is supported by an advertising business mode.

TripAdvisor, the world’s largest travel site^{55*}, enables travellers to unleash the full potential of every trip. With more than 315 million members, 500 million reviews and opinions covering the world’s largest selection of travel listings worldwide – over 7 million accommodations, airlines, attractions, and restaurants – TripAdvisor provides travellers with the wisdom of the crowds to help them decide where to stay, how to fly, what to do and where to eat. TripAdvisor also compares prices from more than 200 hotel booking sites so travellers can find the lowest price on the hotel that is right for them.

TripAdvisor-branded sites are available in 49 markets, and are home to the world’s largest travel community of 390 million average unique monthly visitors⁵⁶, all looking to get the most out of every trip. TripAdvisor operates websites internationally, in such places as Austria, Australia, Brazil, Canada, China, Denmark, France, Germany, Greece, India, Indonesia, Ireland, Italy, Japan, Mexico, The Netherlands, Norway, Poland, Portugal, Russia, Serbia, Singapore, Spain, Sweden, Thailand, Turkey, the U.K., and the U.S.



⁵⁵ comScore Media Metrix for TripAdvisor Sites, worldwide, December 2016

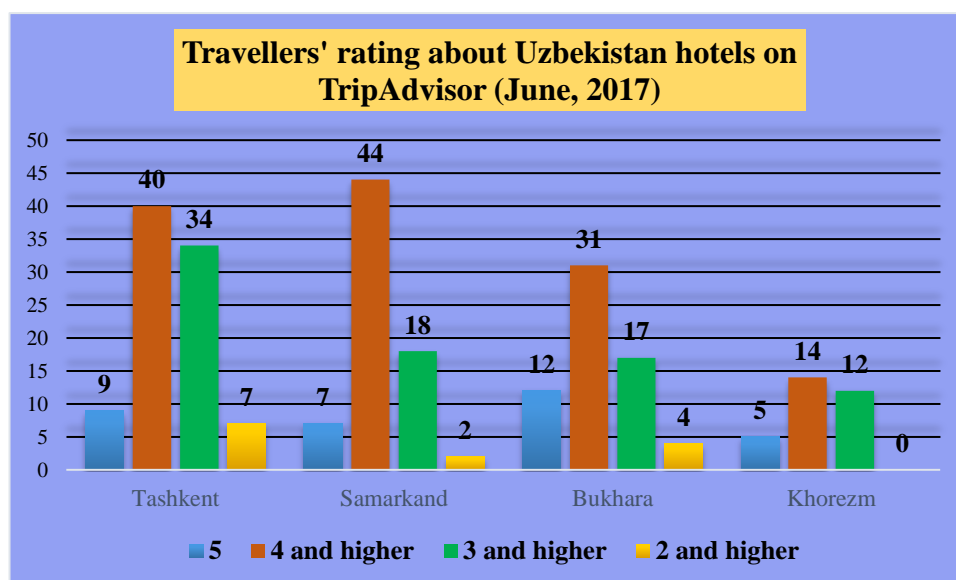
⁵⁶ TripAdvisor log files, Q1 201

Source: Adapted by the author from www.tripadvisor.com

Figure 2.3.7. Uzbekistan hotels by the regions registered on Booking.com and TripAdvisor.

Comparing to Booking.com, more hotels of Uzbekistan from Tashkent, Samarkand, Bukhara and Khorezm registered on TripAdvisor. Particularly, among four destinations, Samarkand and Bukhara hotels are most registered 93 out of total 108 hotels and 90 out of 100 total hotels respectively.

TripAdvisor has a bit difference with the interface and content of the website, even, the rate of travellers' reviews. Feedback rating on TripAdvisor is divided into 4 marks: 5, 4 or higher, 3 or higher, 2 or higher (See figure 2.3.8).



Source: Adapted by the author from www.tripadvisor.com

Figure 2.3.8. Feedback rating of the visitors about Uzbekistan hotels.

As you see figure 2.3.8 above, most visitors have good impression on Uzbekistan accommodation facilities and about the four selected destinations. In this case, Bukhara accounted for more “5” rating among other destinations. Tashkent and Samarkand have more average rating comparing with other regions.

CHAPTER THREE.
THE PERSPECTIVES OF TOURISM DEVELOPMENT IN KHOREZM
REGION

3.1. Tourism development trends in Khorezm region.

UNESCO and the world community recognize Khiva and the entire Khorezm region, where the human civilization has emerged, as one of the oldest historical and cultural centres in the world.

Khorezm is famous for its unique architectural monuments. Especially, Khiva is historical city and famous for its “Ichan Kala” – an inner museum town under the open-air”, as well as more than 250 architectural, historical, cultural and artistic monuments located in Khiva and Khorezm region. The most precious heritage of humanity - the most ancient part of Khiva – “Ichan Kala” is firstly included in the UNESCO World Cultural Heritage list in Central Asia.

Today, 21 tour operators (included travel agencies) and 56 accommodation facilities are engaged in the activities of tourism sector in order to promote tourism potential, as well as creating a modern tourism and favourable conditions for tourists in Khiva and Khorezm region.

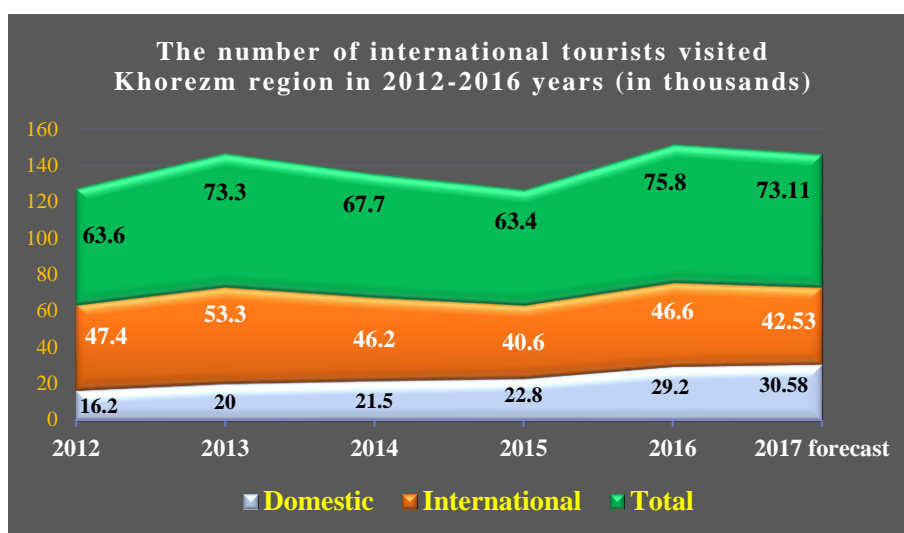


Source: The State Committee for Tourism development Khorezm territorial department.

Figure 3.1.1. Tourism sector organizations of Khorezm region in 2012-2017 years.

Compared to 2012, the number of tourism organizations in Khorezm region increased from 36 to 77, the number of accommodation facilities reached 56 units while the number of tour operators and travel agencies increased by 21 units.

Particularly, in 2017, new organized four hotels and one travel agency started the activities in tourism sector. The number of hotel rooms enlarged from 1477 to more than 2400 units. As a result of changes and reforms in tourism sector and the creation of new jobs in tourism organizations, today more than 500 employees are working in this sector. In 2012, more than 63.6 thousand tourists (foreign and domestic) visited Khorezm region, while the figure raised by 75.8 thousand at the end of 2016.

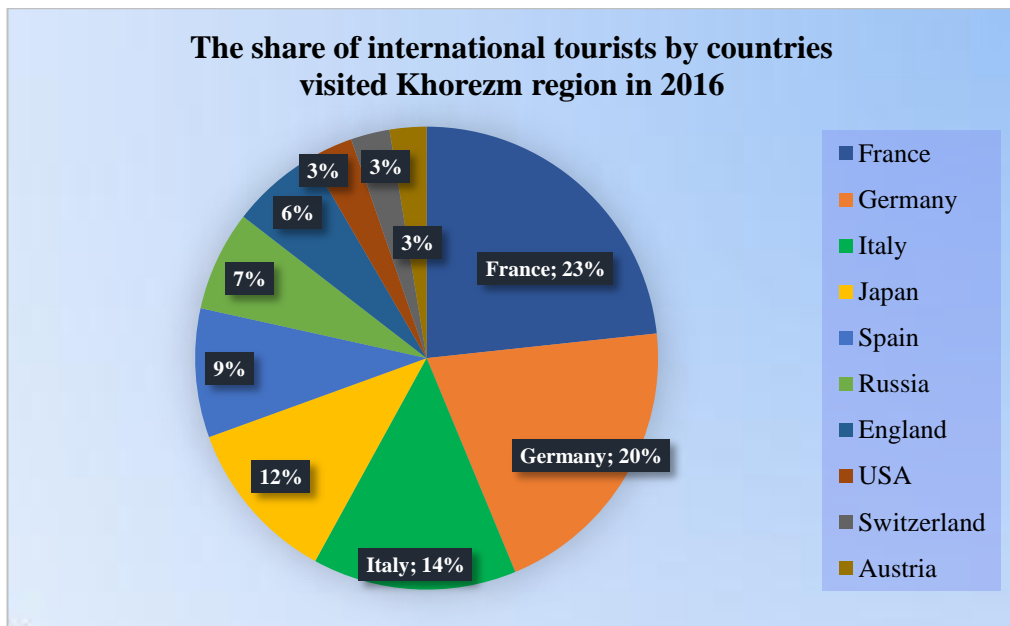


Source: The State Committee for Tourism development Khorezm territorial department.

Figure 3.1.2. Tourist arrivals to Khorezm region in 2012-2016 years.

Simply in 2016, more than 46,600 foreign tourists from more than 85 countries visited Khorezm region, compared with the same period of the last year, the number of foreign tourists visiting the region increased by 15%.

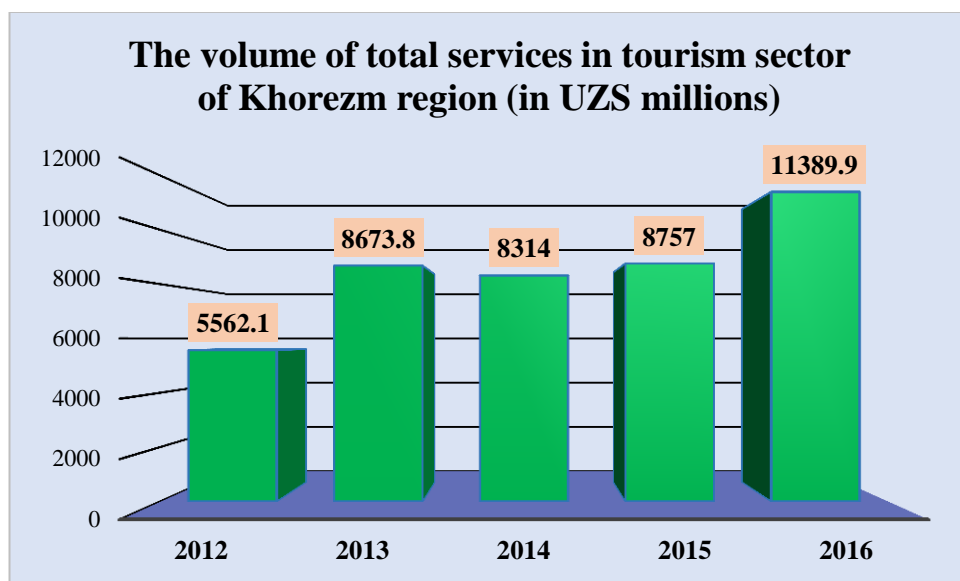
In the last three years, the majority of international tourists visited Khiva and Khorezm region from European countries such as France (23%), Germany (20%) and Italy (14%).



Source: The State Committee for Tourism development Khorezm territorial department.

Figure 3.1.3. Top 10 countries' tourist arrivals to Khorezm region in 2016.

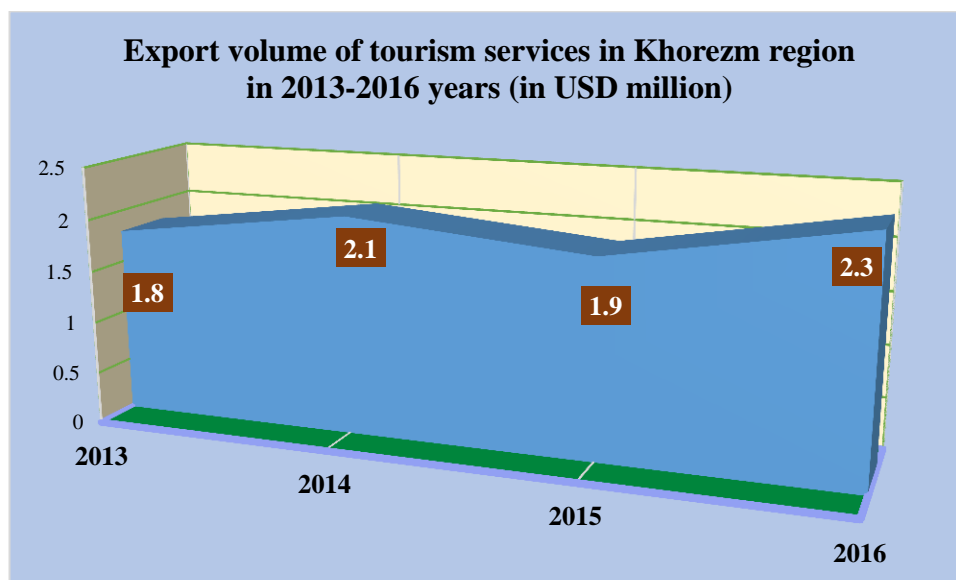
Total volume of tourism services, including the export volume of tourism services (for the export volume see figure 3.1.4), rendered to foreign and local tourists in 2012 amounted to UZS 5562.1 million, and by the end of 2016 amounted to UZS 11389.9 million, and the total volume of tourism services rendered increased by two times compared to 2012. In the first quarter of 2017, the volume is UZS 3238.0 million and this figure is expected to increase further at the end of the year.



Source: The State Committee for Tourism development Khorezm territorial department.

Figure 3.1.4. Tourism services' volume of Khorezm region in 2012-2016 years.

In addition, the volume of tourism services' exports from foreign tourists accounted for USD 1.8 million in 2013, which amounted to 2.3 million dollars with 20% growth compared in 2016. In 2017, for the first three-month period, tourism organizations of Khorezm region exported more than USD 570.0 million.



Source: The State Committee for Tourism development Khorezm territorial department.

Figure 3.1.5. Tourism services' export volume of Khorezm region in 2013-2016 years.

From 2012 to 2016, the average night of stay of foreign tourists in the region raised from 1.1 days to 1.8 days. The average cost per night by tourists accounted for 80 US dollars in 2012, today the average cost is 180-200 US dollars.

As of May 1, 2017, the number of foreign tourists visiting Khorezm region contained more than 9.4 thousand, the figure in the same period last year was 7.3 thousand. That is, compared to the same period last year, the number of foreign tourists visited the region increased by 28 percent.

In particular, during the 1st quarter of 2016, from CIS countries 1903 foreign citizens visited in, in 2017 this figure reached up to 2137 people with 12 percent growth.

First quarter of 2016, 8566 domestic tourists visited whilst in the first quarter of 2017, this figure is more than 9710 foreign visitors, of which about 13 percent.

Table 3.1.1.**Tourism development trends in Khorezm region.**

№	Years	Number of organizations			Total volume of tourism services		Number of tourist arrivals (in thousands)			Number of departures (people)
		Total	Hotels	Tour operators	Total (UZS in thousands)	Export (USD in thousands)	Total	Including		
								International	Domestic	
1	2012	30	23	7	5562147,1	3347,1	63,6	47,4	16,2	100
2	2013	36	26	10	8673658,8	1888,6	73,3	53,3	20,0	269
3	2014	51	35	16	8314590,0	2166,7	67,7	46,2	21,5	72
4	2015	59	42	17	8757247,0	1977,5	63,4	40,6	22,8	88
5	2016	72	52	20	11389963,7	2308,2	75,8	46,6	29,2	135
6	1q 2017	77	56	21	3238000,0	570,0	21,3	11,5	9,8	-

Source: The State Committee for Tourism development Khorezm territorial department.

History of Khorezm is as ancient as the history of such great civilizations as Egypt, Mesopotamia and India. Khorezm is almost three thousand years old and is the oldest in Central Asia. Khorezm has unique architectural monuments, which are not inferior Egyptian pyramids and Greek temples. The culture of Khorezm is of particular interest, it is very different from culture of other regions of Central Asia.

Khorezm is one of the most ancient historical and cultural regions of Central Asia. In written sources of the Arab conquest period, Khorezm is called a country of “tens of thousands of fortresses”. In fact, today in Khorezm region archaeologists have found dozens of ancient cities, ruins of former powerful castles and royal palaces.

Today, there are more than 250 historical and cultural heritage across Khorezm region that demonstrate how old nation have lived in this region. Most of the monuments are current preserved in Khiva and Urgench districts. Besides, the ancient historical and cultural heritage outstretched along Khorezm region and the Republic of Karakalpakstan.

The most famous of them are Toprak-Kala, Janbas-Kala, Koy-Krylgan-kala, Kyzyl-Kala and Ayaz-Kala (“Kala” is translated as a fortress.) Even today, the

colossal sizes of the ruins impress with its magnificence and power. Thousands of fortresses spread over vast arid steppes and as gigantic statues keep the secrets of Ancient Khorezm⁵⁷.

Table 3.1.2.

Information about historical and cultural heritage of Khorezm region.

№	Region	Archaeological	Architectural	Sculpture	See sights	Holy places	Total
1	Urgench city	-	8	8	5	3	24
2	Urgench district	1	4	14	-	4	23
3	Khiva city	4	88	8	1	1	102
4	Khiva district	-	10	9	-	1	20
5	Khazarasp district	7	11	4	-	3	24
6	Shavat district	3	2	3	-	1	9
7	Bogot district	1	2	4	-	7	14
8	Yangiarik district	2	1	3	-	2	8
9	Gurlen district	-	1	5	-	1	7
10	Yangibozor district	-	-	4	-	1	5
11	Kushkupir district	-	1	1	-	7	9
12	Xonka district	-	5	4	-	1	10
	Total	18	132	67	6	32	255

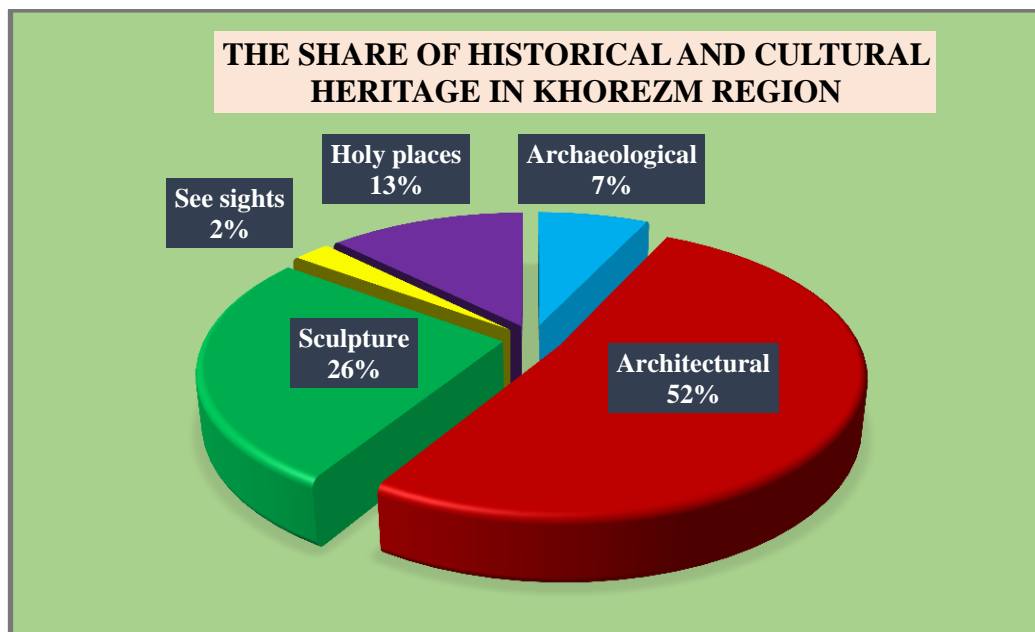
Source: The State Committee for Tourism development Khorezm territorial department.

Many historical monuments have been maintaining in order to keep its origin and show foreign visitors. During 2016-2017 years, according to the Decree of the Cabinet of Ministers, 23 historical and cultural heritage was reconstructed and preserved in Khiva and Khorezm region.

In 2017, the President of the Republic of Uzbekistan adopted the Decree №2953 on May 4, 2017 “On the program of comprehensive development of tourism potential in Khiva and Khorezm region for 2017-2021 years” that ensure favourable conditions for tourists to visit an open air museum city “Ichan Kala” as well as other museums, historical and architectural monuments of Khiva city.

⁵⁷ <http://www.advantour.com/uzbekistan/karakalpakstan/ancient-khorezm.htm>

Besides, the decree includes accelerate the development of modern tourism infrastructure, improve the quality of tourism services, intensify domestic tourism, radically improve education system in the sector as well as create new jobs and stimulate the growth of incomes of local community.



Source: *The State Committee for Tourism development Khorezm territorial department.*

Figure 3.1.6. Historical and architectural monuments of Khorezm region.

More than 122 archaeological and architectural monuments dating back to the 6th - 5th centuries BC up to the 20th century preserved and now protected by the State. Especially, “Ichan-Kala” part of Khiva is a monumental monument preserved in Central Asia, its fate and architectural monuments are closely linked with the historical and cultural development of the world’s oldest cultural oasis - Khorezm.

Khiva is a creative endeavour of art and work of Khorezm architects, inheriting the centuries-old architectural traditions of Khorezm, the cradle of ancient cultures of the Orient. Khiva, one of the oldest museums in Uzbekistan, is a historic architectural state reserve-museum of 26 hectares, surrounded by old walls of “Ichan Kala”. Historical and architectural monuments of 54 mosques and 2600 inhabitants in 360 houses are located in the museum reserve.

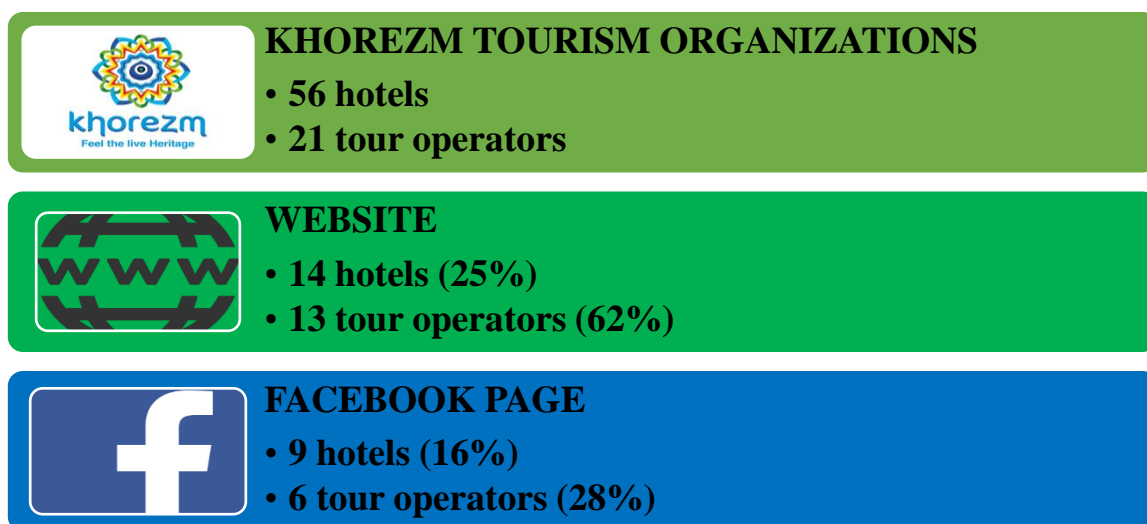
Khiva “Ichan Kala” historical architecture state reserve-museum expositions are located in the historic architectural monuments of “Ichan-Kala”.

14 independent expositions in 69 halls of the museum preserve illustrate the history of Khorezm and Khiva, revealing its contribution to the world culture.

3.2 Social media and advertising for tourism development in Khorezm region.

Every year, the number of Khorezm tourism organizations are increasing gradually. Eventually, tourism products and their promotion are also developing in international and domestic tourism.

As we mentioned above in figure 3.1.1, today there are 56 hotels and 21 tour operators operating tourism activities in Khorezm region. During the research, we analysed the activities of these organizations as well as promotion of tourism products in international and domestic tourism.



Source: Adapted by the author from internet resources.

Figure 3.2.1. Web activeness of tourism organizations in Khorezm region.

As of June 2017, one of four hotels and more than half of tour operators in Khorezm region own their websites on the internet. Most of these websites promote regional tourism and accommodation products and services as well as advertise catering, transport and excursion services in Khorezm region.

Throughout the analysis, we found that nine hotels and six tour operators have created their official Facebook page. It means that tourism organizations of Khorezm region is required to use actively and effectively telecommunications and information technologies (TIC) as well as internet and social networks in order to

promote rich and cultural heritage, national and regional tourism product, and also develop tourism potential of Khorezm region.

Moreover, regional tour operators and accommodation facilities' products and services are offered on global social tourism networks such as TripAdvisor or Booking.com that are online platform to advertise and book online hotels, restaurants or excursion services.

The activities of Khorezm tourism organizations on TripAdvisor have been demonstrated in figure 2.3.7. Therefore, in this section, we analyse actions of regional tourism organizations on Booking.com.



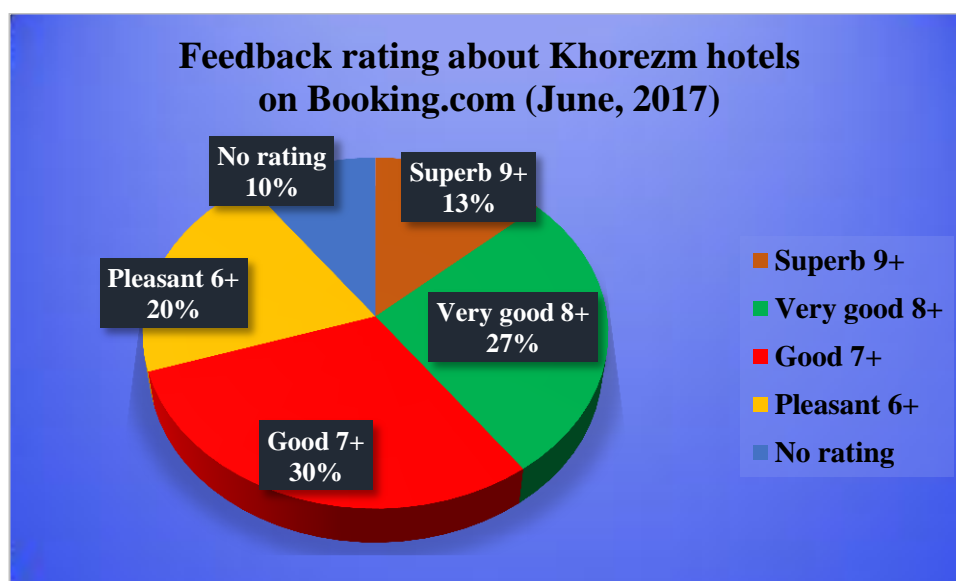
Source: adapted by the author from Booking.com

Figure 3.2.2. The actions of Khorezm tourism organizations on Booking.com

There are 27 registered hotels out of total 56 hotels of Khorezm region on Booking.com. Many of them (B&B and Guest houses) are not rated on the list. The four small hotels offering basic standard services are rated as two stars, following next; five hotels are considered as three-star hotels. The last two hotel from Khiva city, Hotel Shaherezada Khiva and Hotel Asia Khiva are considered four-star hotels on Booking.com.

Besides, there is a rating of accommodation facilities by the classifications of cleanliness, staff, location, comfort, price and quality, free Wi-Fi on

Booking.com. During the analysis, we studied 27 registered hotels and the reviews of tourists visited Khorezm region that tell in detail about their stay in accommodation facility.



Source: adapted by the author from Booking.com

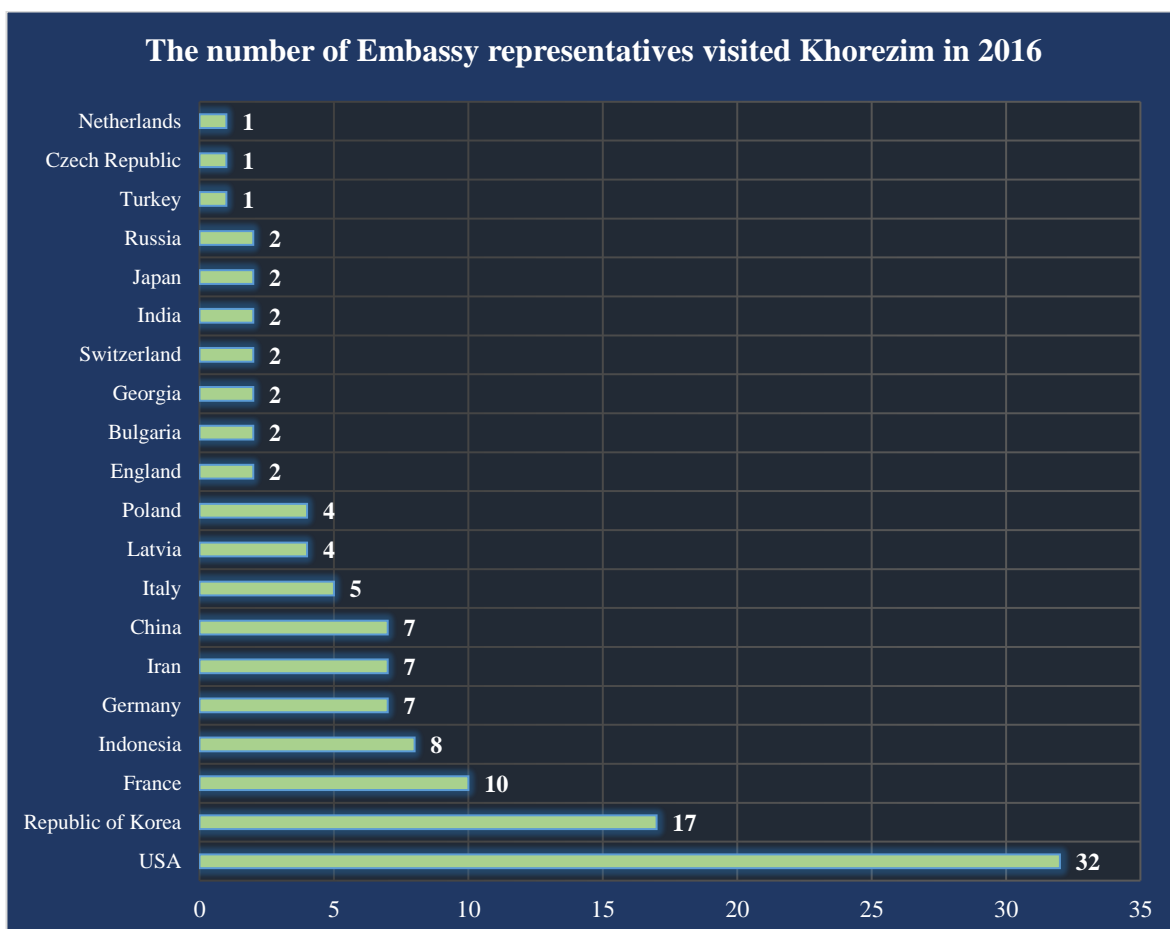
Figure 3.2.3. Reviews rating of Khorezm hotels on Booking.com

Most of the visitors have left a positive feedback about Khorezm hotels on Booking.com. Among 27 registered hotels of Khorezm region, many of them are given positive background remarks. The majority of the commentaries shows that the tourists are satisfied with the location, close to historical and cultural heritage in Khiva city, and national decoration of the hotels, illustrate woodcarving by local community. However, there are also some feedback about the accommodation facilities discourage the future visitors to lose their confidence to stay or visit Khorezm hotels.

For the promotion of tourism opportunities of the region, “Mega-info-tours” have been organized for foreign media outlets and international tour operators. Today, 56 media outlets from more than 30 countries and 423 representatives of foreign tourism organizations have been invited to Khorezm region.

In addition, the representatives of foreign embassies in Tashkent participated in the international festival “The magic of Dance”, held on July 15-17 in 2016. The

participation of foreign embassies’ representatives in national and regional festivals support the promotion of tourism products in their country and encourage international tourist flow to the region.



Source: adapted by the author from “Ichan Kala” complex materials.

Figure 3.2.4. The representatives of foreign embassies in Uzbekistan visited Khorezm region in 2016.

In 2016, more than 118 representatives from 20 foreign embassies operating in Uzbekistan visited Khorezm region in 2016. Most of the representatives are from US Embassy in Tashkent, Republic of Korea and France.

Moreover, more than 75 members of international organization such as OSCE (Organization for Security and Cooperation in Europe), the delegation of CIS countries, ICOM (International Council of Museums), SCO (Shanghai Cooperation Organization), UNICEF (United Nations Children’s Fund), JICA (Japan International Cooperation Agency) and MSF (Médecins Sans Frontières) visited Khorezm region in 2016.



Source: adapted by the author from “Ichan Kala” complex materials.

Figure 3.2.5. The members of International Organizations visited Khorezm region in 2016.

Advertising

One of the essential conditions for promoting advertising for tourism development of Khorezm is to pay great attention to advertising. Generally, advertising in tourism should focus on the following:

- Colour ads are 50% more attractive than white and black style;
- Advertising with high-quality images 1.5 times more attractive than poor quality picture ads;
- The yellow border with the dark colour notes attract more people and easy to read the text than other colours;
- Images and comments with its frame are read first among ordinary texts in the advertisement;
- The shorter the text in the advertisement, the faster you remember it.

The research shows that hotel promotion in Khorezm is gradually developing. The historical monuments of “Ichan Kala” and “Dishan Kala” in Khiva, also known as the museum-city under the open sky, are advertised internationally. Archaeological ruins and findings related to the ancient Khorezm state are gradually being promoted to international tourism and displayed on advertising. However, the effective use of all tourism potential in the development of tourism in the Khorezm region is still not focused on national product of tourism advertising.

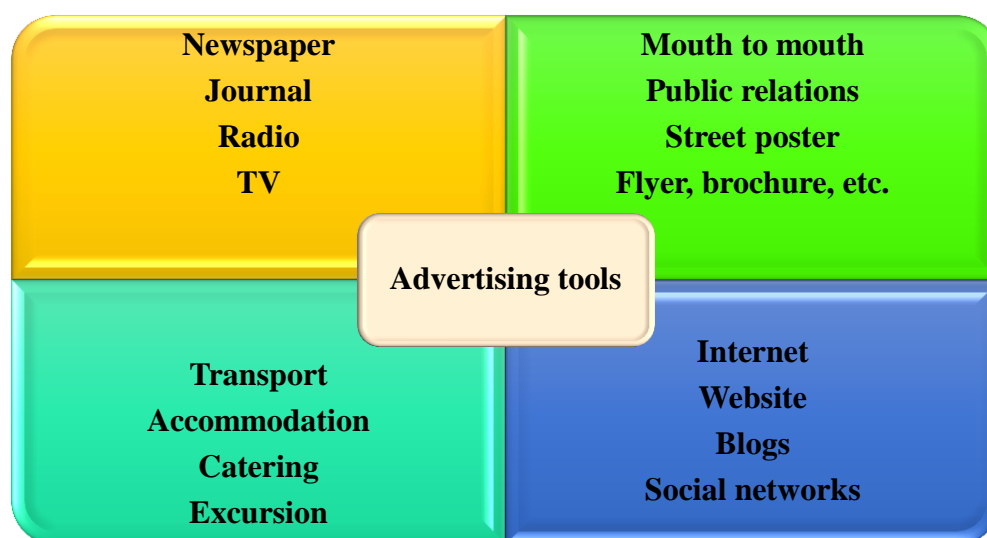
In the course of studying the issues of improving the advertising activities in Khorezm, we believe that the following promising directions should be implemented in order to fully advertise tourism resources of the region and their promotion in the tourism market:

- Advertising of the archaeological sites, fortresses and monuments of ancient Khorezm region should be promoted in at least 5 foreign languages (Russian, English, French, German and Korean);
- For tourism development across historical monuments, it is necessary to create history and description of each historical monuments in Khiva that is very important and useful for understanding every tourist objects by the tourists;
- In order to promote tourism potential in the region, the full description, history and route map of the sacred places and religious sites should be formed that desire the visit and increase the flow of tourists in both domestic and international tourism;
- It is desirable to develop advertising biodiversity resources of tourism sector in Khorezm region in the following areas:
 - Desert landscape;
 - Flora and fauna;
 - Water resources (lakes, channels, fishponds, river, etc.).
- Advertising that reflects the unique national culture, art, and folk creativity of the Khorezm region should cover the following areas:
 - Advertisements showing the activities of ceramists and pottery masters;

- Advertising in the form of national music, folklore and art;
- Advertising national craft (metal decoration, wood carving, Khorezm carpenter, national workshops);
- Advertising of Khorezm people in national games, traditions (national dress, national wrestling, cock and ram fighting, etc.).

One of the most important issues faced by tourism organizations is to disseminate and deliver it to consumers after the advertising of tourism products.

Advertising is available at national and international scientific conferences, fairs, business days and other events held in Khorezm region. Especially promoting the advertising brochures to participants of international sporting events, hotels, tour operators, foreign embassies and international organizations will give a boost to international tourists flow to the region. One of the key areas of advertising promotion in tourism is the efficient use of advertising tools. The following tools are recommended for advertising (Figure 3.2.6).



Source: Adapted by the author from various books and materials.

Figure 3.2.6. Advertising tools in tourism sector.

In Khorezm region, it is strongly recommended to use the above mentioned advertisement distribution facilities effectively.

It is desirable for us to organize non-governmental organization (NGO) called “Khorezm Destination Marketing Organization” (Khorezm DMO) in our

region in order to promote tourism development and increase tourism potential, propagate the potential of existing tourism resources in international and domestic tourism, and eventually develop tourism sector in the region. The main activities of this organization are recommended following:

- Creation of the advertising catalogue of regional tourism resources (history, description of each resource, opportunities for use in international and domestic tourism and tourism market, etc.);
- Creation of dynamically developing information and advertising system of tourism services in the region (hotels, catering, transport services, tourist excursion services, etc.);
- Creation of a system of regular tourist routes for the use of tourism resources in the region;
- Opportunities in tourism sector and achievements for tourism development in the region, demonstrate annually new tourism products under “Khorezm tourism” brand at the Tashkent International Tourism Fair;
- Once a year, hold Republican Scientific and Practical Conference on the theme of “Khorezm Tourism Brand”;
- Establishment of a monthly publicity journal for the stability of tourism promotion in Khorezm region to ensure its regularity;
- Developing advertising methods for international and domestic tourists;
- Establish interactive mutual collaboration with other tourism organizations of the Republic on the theme: “Promotion advertising in tourism” that contribute to effective development of tourism sector in Khorezm region;
- Cooperate with colleges and University to find a job for Tourism field graduates in the region, support their future ideas, and promote to start their start-up businesses in tourism sector.

3.3 Tourism development projects and perspectives in Khorezm region.

One of the main reasons of development of tourism in Khorezm is its great tourism potential and historical and cultural heritage. So, the government is paying attention to developed tourism in the region and establish legal foundation. On March 20, 2013, the first President of the Republic of Uzbekistan signed decree №1940 “On program for tourism development in Khorezm region for 2013-2015 years”.

As a result of program resolution, in 2013-2015 years, 200 projects was planned with total amount of UZS 214.3 billion in tourism related sector in Khorezm region.

Within the framework of the program, 17.25 km of fibre-optic cable was installed and 2304 internet ports (216 ports in “Ichan Kala” complex) were installed. Wi-Fi internet zones have been set up at tourist sites, hotels and at the airport, railway station and “Ichan Kala” complex.

Continued prolongation of the program is a statement of the Cabinet of Ministers of the Republic of Uzbekistan №30 on June 8, 2016, “On concrete measures, aimed at ensuring the further growth of tourism export and services” with Annex 13 “On the implementation of the concrete practical measures of tourism development in Khorezm region for 2016-2017 years”.

According to the program, UZS 57.2 billion is planned to implement 81 projects in the purpose of attracting investment funds worth UZS 1.8 billion. Today, 16 projects worth UZS 163 million were completed and 65 projects are underway⁵⁸.

The State Committee for Tourism Development of the Republic of Uzbekistan was established on the basis of the decree of the President of the Republic of Uzbekistan Sh.M.Mirziyoev №4861 on December 2, 2016.

The State Committee for Tourism Development Khorezm regional department is planning to implement “Concept of tourism development for

⁵⁸ The State Committee for Tourism development Khorezm territorial department data.

medium term in the Republic of Uzbekistan” related to the decree of the President of the Republic of Uzbekistan “On program of comprehensive development of tourism potential in Khiva and Khorezm region for 2017-2021 years” developed by the State Committee for Tourism Development and provided for confirming by the Cabinet of Ministers of the Republic of Uzbekistan.

On May 4, 2017, the decree of the President of the Republic of Uzbekistan №2953 “On program of comprehensive development of tourism potential in Khiva and Khorezm region for 2017-2021 years” was adopted.

In this decree, 63 projects will be implemented to improve the condition of tourist routes, renovate and restore the cultural heritage sites in the region, and implement new projects in the field of ecotourism. In order to make comfort for tourists, it is planned to purchase tourist class buses, electro mobiles, city bicycles, and carry out renting activity of roller and Segway vehicles in tourist destinations.

There is also a set of tasks for improving the qualifications of existing tourism specialists and training new specialists in tourism sector.

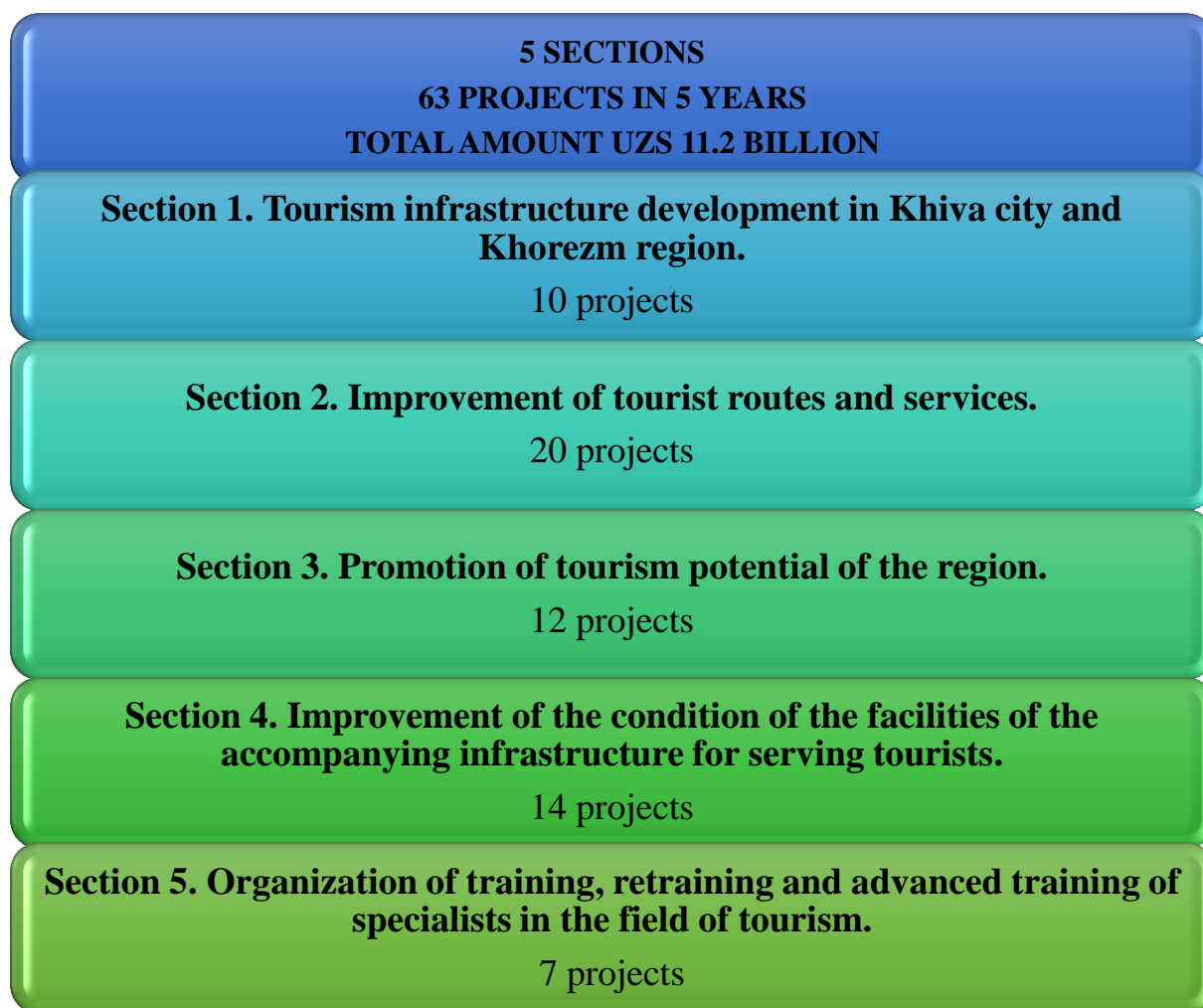
In addition, in order to develop tourism sector, modern intercity long-distance train route will be established that turn Khiva into one of the international tourism centres.

As a result of implementation projects on the program, new tourism destinations are created and as well as increase the indicators in tourism industry of the region and the number of tourism infrastructure objects which consequently increase the number of international tourists visiting Khiva and Khorezm region⁵⁹.

The State Committee for Tourism Development planned to cooperate one of the projects with Asian Development Bank in the amount of USD 20 million for the development of infrastructure in Khiva district and create tourist destination in “Khazarasp Kala” complex in Khazararasp district.

In order to attract more tourists in Khiva, it is planned to launch production of souvenirs and knitted products using tourism brand of Khorezm region by expanding volume of their existing businesses.

⁵⁹ The State Committee for Tourism development Khorezm territorial department data.



Source: The State Committee for Tourism development Khorezm territorial department.

Figure 3.3.1. The comprehensive program of Tourism potential development in Khiva and Khorezm region for 2017-2021 years.

Moreover, amphitheatre for 500 seats and other tourism infrastructure facilities will be built in front of the gate “Ata Darvaza”, improve the drinking water supply in Khiva and Urgench cities, locate new tourism infrastructure services around “Govuk” lake (on the way to Khiva) and preserve “Nurullaboy Palace” and make it a new tourist site.

In addition, Khorezm regional department of the State Committee for Tourism Development made a proposal with case studies of world architectural standards to the Department of Architecture and Construction of Khorezm region to place the streets for serving international and domestic tourists in Khiva district.

In addition, the State Committee for Tourism development made decree project of the President of the Republic of Uzbekistan “On Measures for the development of tourism infrastructure in Khiva”. In accordance with this decree, “Khiva Free Tourist Zone” will be created in Khiva to accelerate the formation of modern tourism infrastructure in Khiva, as well as create a favourable investment condition, preserve and restore the historical monuments of the region.

In order to develop domestic tourism, on March 24-27, Khorezm regional department of the State Committee for Tourism development in cooperation with TV Channel “Dunyo bo’ylab” conducted filming and broadcasting actions in “Ichan Kala State Museum Reserve”, “Old Khiva” and “Qibla tozabog” hotels.

Starting from April 8, 2017, Paris-Urgench and from April 15, Milan-Urgench direct flights launched. So far, 824 tourists have visited our region through these flights. Frankfurt-Urgench direct flight are also planned to be launched.

In order to increase the flow of international tourists in our region, it is planned to organize festivals such as “Puppet Festival”, “Dance Wonders Festival” and “Gurvak – the symbol of Khorezm melons Festival”. In addition, during off-season period, folklore, traditions and dances are planned to attract tourists on the development of art tourism in Khiva and Khorezm region⁶⁰.

At the same time, Khiva city and “Ichan Kala” State museum-reserve have been set up to become one of the international tourist destinations, with the initiative of President to build a railroad from Urgench to Khiva and to build a modern railway station in Khiva. High-speed train Afrosiyob will be launched on this route.

In its turn, the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan on May 19, 2014 “On reconstruction and restoration of the historical complex Nurullaboy” in the Khorezm region further attract foreign tourists, develop historical, architectural and tourism potential of Khiva city⁶¹.

⁶⁰ The State Committee for Tourism development Khorezm territorial department data.

⁶¹ <http://xs.uz/index.php/homepage/madaniyat/item/10229-beba-o-madaniy-meros-va-sajjo-lik-salo-iyati>



Source: Adapted by the author from the President decree №2953 adopted on May 4, 2017.

Figure 3.3.2. Tourism in Khorezm region by 2021 year.

Issues and solutions

It is noticeable that tourism organizations are performing low-level service quality for international tourists. There is a lack of unstable employee in the field.

Another problem is the improvement of engineering and communication systems in Khiva. One of the main problems is the fact that natural gas and electricity disruptions can lead to negative background on foreign tourists, and the conditions in the hotels do not comply with the standard requirements. Thus, the internet system should be improved in Khiva.

Also, the fact that the condition of historical and cultural heritage sites leased to entrepreneurs and located on the territory of the “Ichan Kala State Museum Reserve” should be improved. Otherwise, tourist have a bad impression on visiting the region.

There are some cases in shortage of cash national currency UZS sums in currency exchange points for tourists coming through direct flights from foreign countries.

CONCLUSION

The research defines that Travel and Tourism sector is larger than chemicals and automobile manufacturing with impact on gross domestic product accounting for more than 3% of global GPD in 2016. In addition, in 2016, the direct contribution of Tourism was 1% of total GDP in Uzbekistan.

The research analysis shows that the number of tourism organizations in Khorezm region is remaining less than other destinations of the Republic of Uzbekistan. However, there are enough potential in terms of historical and cultural heritage to develop tourism sector in international and domestic tourism in Khorezm region.

Analysing tourism market in Khorezm region, we found that only 20-25% of overall tourism organizations (hotels and tour operators) are using internet and social media regularly to advertise its products and services to international and domestic tourists.

Based on the research tourism marketing in Khorezm region, we consider to be accomplished the following priority actions:

1. In condition of global tourism market, the actual and proper law documents should be approved by the state and it must be focused on not only international tourism but also domestic tourism as well as support local community.

2. Currently, international tourists in Uzbekistan mostly purchase tourism services on the route Tashkent-Samarkand-Bukhara-Khiva. Therefore, it is advisable to expand tourism services in tourist destinations of Uzbekistan such as Shakhrisabz, Jizzakh, Ferghana Valley, Muynak, etc.

3. The State Committee for Tourism development of the Republic of Uzbekistan should cooperate with secondary and higher educational institutions and support the graduates of the colleges and Universities in tourism field in order to assist the young graduates to find an appropriate job in tourism sector.

Eventually, provide with young professionals as well as make tourism sector more powerful as a strategic sector of economy in the country.

4. To find the best marketing strategy and mix, the destination engages in marketing analysis, planning, implementation and control. Through these activities, the destination watches and adapts to the actors and forces in the marketing environment.

5. Carrying out the destination marketing research is an important action to analyse the market and select strategies in order to reach the goal in the future.

6. The research study defines that a small number of tourism organizations in Khorezm region are using social media tools and internet-based applications. It is preferable to use Facebook, Twitter, Booking.com, TripAdvisor and others regularly that enable to make the destination more popular and fascinated to attract international and domestic tourists to the region.

7. As a result of implementing projects on the scheduled time, the export volume of tourism sector can be increased by two times higher in the region.

8. In order to improve the condition of tourism infrastructure, quality of tourism services, enlarge tourism opportunities, create and offer new tourist routes and services, train personnel of tourism sector and improve their qualification, the state and regional programs have been studied and based scientifically on tourism development of Khorezm region.

9. Moreover, one of the key factors of effective use marketing strategies is perfectly creativeness in social networking and advertising to promote tourism potential in global tourism market.

10. During the research, we found out that Khorezm region is needed to put in practice “benchmarking” that means to use international experiences from global tourism market. For instance, it should be built new modern cities or small town in Khiva city to express the facilities of other international destinations such as “Texas Town”, “German Village”, “Arabic World” and “China Town”.

11. Finally, most important we analysed that today it is needed to establish non-government organization (NGO) called “Khorezm Destination

Marketing Organization” (Khorezm DMO) in order to develop tourism and its potential, promote national and regional tourism products and services in international and domestic tourism eventually increase employment as well as develop regional economy of the region.

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