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OLY TA‘LIM, FAN VA INNOVATSIYALAR VAZIRLIGI**

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**INSTITUTIONAL AND INNOVATIVE MECHANISMS FOR THE
DEVELOPMENT OF DIGITAL TOURISM IN UZBEKISTAN**

**O‘ZBEKISTONDA RAQAMLI TURIZMNI RIVOJLANTIRISH UCHUN
INSTITUTIONAL VA INNOVATION MECHANISMS**

**ИНСТИТУЦИОНАЛЬНЫЕ И ИННОВАЦИОННЫЕ МЕХАНИЗМЫ РАЗВИТИЯ
ЦИФРОВОГО ТУРИЗМА В УЗБЕКИСТАНЕ**

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Abstract

This article examines the institutional and innovative mechanisms for the development of digital tourism in Uzbekistan. The study analyzes the processes of digital transformation within the tourism services market and evaluates the role of digital technologies in enhancing national competitiveness. Special attention is given to online booking systems, digital platforms, smart tourism technologies, and electronic government services. Based on analytical assessment, practical recommendations are proposed to strengthen digital infrastructure, improve service quality, and ensure sustainable growth of the tourism sector.

Keywords: digital tourism, smart tourism, online booking, tourism platforms, innovation, digital transformation, competitiveness, Uzbekistan.

Ushbu maqolada O‘zbekistonda raqamli turizmni rivojlantirishning institutsional va innovatsion mexanizmlari ko‘rib chiqiladi. Tadqiqotda turizm xizmatlari bozorida raqamli transformatsiya jarayonlari tahlil qilinadi va milliy raqobatbardoshlikni oshirishda raqamli texnologiyalarning roli baholanadi. Onlayn bron qilish tizimlari, raqamli platformalar, aqlli turizm texnologiyalari va elektron hukumat xizmatlariga alohida e'tibor qaratilgan. Analitik baholash asosida raqamli infratuzilmani mustahkamlash, xizmat ko‘rsatish sifatini yaxshilash va turizm sohasining barqaror o‘shirishini ta’minlash bo‘yicha amaliy tavsiyalar taklif etiladi.

Kalit so‘zlar: raqamli turizm, aqlli turizm, onlayn bron qilish, turizm platformalari, innovatsiya, raqamli transformatsiya, raqobatbardoshlik, O‘zbekiston.

В данной статье рассматриваются институциональные и инновационные механизмы развития цифрового туризма в Узбекистане. Анализируются процессы цифровой трансформации на рынке туристических услуг и оценивается роль цифровых технологий в повышении национальной конкурентоспособности. Особое внимание уделяется системам онлайн-бронирования, цифровым платформам, технологиям «умного туризма» и электронным государственным услугам. На основе аналитической оценки предлагаются практические рекомендации по укреплению цифровой инфраструктуры, повышению качества обслуживания и обеспечению устойчивого роста туристического сектора.

Ключевые слова: цифровой туризм, «умный туризм», онлайн-бронирование, туристические платформы, инновации, цифровая трансформация, конкурентоспособность, Узбекистан.

Tourism has become one of the most dynamic sectors of the global economy. Rapid technological advancement has significantly transformed the structure of tourism services worldwide. Digital technologies have reshaped how tourists search for information, book services, and share experiences. In recent years, the government of Uzbekistan has prioritized tourism as a strategic sector of economic development. Large-scale reforms aimed at modernization and digital transformation have accelerated the integration of innovative technologies into the tourism industry. According to the United Nations World Tourism Organization (UNWTO), digitalization plays a crucial role in improving service quality, enhancing destination visibility, and increasing international competitiveness. Despite significant progress, challenges remain in the development of digital tourism infrastructure, particularly in regional areas.

Digital tourism is widely defined as the integration of information and communication technologies (ICT) into tourism services, marketing, and management processes. Researchers emphasize that smart tourism ecosystems rely on big data, artificial intelligence, mobile applications, cloud computing, and digital platforms.

The concept of “smart tourism destinations” has been actively studied in countries such as Spain, South Korea, and Singapore. These destinations use integrated digital systems to optimize tourist flows, personalize services, and enhance sustainability. In Central Asia, research on digital tourism is still developing, and there is a need for systematic analysis of institutional mechanisms in Uzbekistan.

The research is based on comparative analysis of international digital tourism practices and Statistical data analysis of tourism development in Uzbekistan, and Review of national development strategies and digital economy programs. Systematic and structural analysis of tourism digitalization mechanisms is recommended as well.

The study applies qualitative and analytical approaches to assess the current state and prospects of digital tourism development.

Digitalization not only increases operational efficiency of tourism enterprises But also raises accessibility of services for foreign tourists and marketing reach through global platforms, moreover it improves investment attractiveness of tourism regions and the multiplier effect of tourism becomes stronger when digital systems reduce transaction costs and improve service quality.

1-Table

Digital tourism development indicators (2020–2024) [1]

№	Indicators name	Unit of measurement	2020	2022	2024
1	Electronic booking share	%	25	45	70
2	Share of online payment	%	30	55	75
3	Number of digital tourists	Million people	1.2	3.1	5.0
4	Number of IT platforms in tourism	piece	15	35	80
5	Number of mobile tourism apps	piece	10	28	60

The data in Table 1 show that the digital tourism infrastructure in Uzbekistan has been steadily developing.

The share of electronic bookings increased from 25% in 2020 to 70% in 2024. This 45% growth indicates a significant rise in demand for digital services, as well as the widespread implementation of online booking systems for hotels, airline tickets, and travel packages. The share of online payments rose from 30% to 75%. This growth can be explained by the development of digital payment infrastructure, the expansion of mobile banking services, and the widespread use of electronic wallets. The number of digital tourists increased from 1.2 million to 5 million, growing by nearly 4.2 times. This demonstrates that Uzbekistan is actively integrating into the global digital tourism market. The number of IT platforms in tourism increased from 15 to 80. This indicates the emergence of digital startups, online services, and the formation of a tourism ecosystem.

The number of mobile tourism applications grew from 10 to 60, increasing sixfold, which shows that mobile technologies are becoming the main means of communication in tourism.

These indicators confirm the rapid development of digital tourism infrastructure and the increasing level of digitalization in the tourism sector.

Institutional development indicators (2020–2024) [2]

№	Indicator	2020	2022	2024
1	Number of documents regulating digital tourism	5	12	20
2	Number of government programs	2	5	9
3	Number of IT centers	8	22	45
4	Number of startup projects	15	40	95

2-The data in Table 2 show that the role of the state and institutions in developing digital tourism is increasing. The number of regulatory and legal documents has grown from 5 to 20. This fourfold increase indicates that government mechanisms for regulating and supporting digital tourism are being improved. The number of government programs increased from 2 to 9, demonstrating that the digitalization of tourism has become an important priority in state policy. The number of IT centers rose from 8 to 45, increasing by 5.6 times. This reflects the expansion of the innovation environment and technological infrastructure. The number of startup projects increased from 15 to 95, marking a sixfold growth. This indicates rising private sector activity in digital tourism and growing interest in innovative ideas.

Overall, the data in this table show the strengthening of the institutional environment, increased cooperation between the public and private sectors, and the formation of an innovation ecosystem.

Indicators of innovation mechanisms (2022–2024) [3]

№	Indicator	2022	2024
1	Artificial intelligence-based services	5	20
2	Share of VR/AR technologies	3	15
3	Marketing based on Big Data	7	25
4	Blockchain payment systems	2	10

3-The data in Table 3 reflect the level of implementation of modern technologies in digital tourism.

The share of services based on Artificial Intelligence (AI) increased from 5% to 45%. This indicates the widespread use of personalized recommendations, chatbots, and intelligent search systems. The share of VR/AR technologies rose from 3% to 35%. This shows the development of virtual tours, 3D museums, and interactive excursions. Big Data-based marketing increased from 7% to 50%. This means that digital analytics, customer behavior forecasting, and personalized advertising mechanisms have been actively introduced. Blockchain-based payment systems grew from 2% to 25%, contributing to secure and transparent transactions. These indicators demonstrate that advanced technologies are being actively implemented in digital tourism, leading to improvements in service quality and security. In Uzbekistan, during 2020–2024, the development of digital tourism progressed through the harmonious interaction of institutional reforms, innovative mechanisms, and digital infrastructure. As a result, service quality improved, the number of tourists increased, innovative products emerged, and cooperation between the public and private sectors was strengthened.

To enhance digital tourism in Uzbekistan, the following measures are recommended:

1. Creation of a unified national digital tourism platform.
2. Development of regional smart tourism ecosystems.
3. Strengthening digital skills training for tourism professionals.
4. Expanding international cooperation in digital tourism innovation.

Conclusion

Digital tourism represents a strategic direction for increasing the competitiveness of Uzbekistan’s tourism industry. Institutional support, innovative technologies, and integrated digital platforms are key drivers of sustainable development in this sector.

The successful implementation of digital transformation strategies will not only strengthen Uzbekistan’s position in the global tourism market but also contribute to broader economic modernization.

List of references:

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2. National tourism development strategies of Uzbekistan (2019–2025).
3. Research articles on smart tourism destinations and ICT in tourism.
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**TURIZM SOHASIGA INVESTITSIYALARNI JALB ETISH JARAYONLARINI
BOSHQARISHNING OMILLI TAHLILI**

**ФАКТОРНЫЙ АНАЛИЗ УПРАВЛЕНИЯ ПРОЦЕССАМИ ПРИВЛЕЧЕНИЯ
ИНВЕСТИЦИЙ В СФЕРУ ТУРИЗМА**

**FACTOR ANALYSIS OF THE MANAGEMENT OF PROCESSES FOR ATTRACTING
INVESTMENTS INTO THE TOURISM SECTOR.**

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Annotatsiya

Maqolada turizm sohasiga investitsiyalarni jalb etish jarayonlarini boshqarishning omili tahlili nazariy va amaliy jihatdan tadqiq etilgan. Tadqiqot jarayonida turizm sohasida investitsiya jarayonlarini boshqarish darajalari bo‘yicha omillar tasniflangan hamda respublikamizning uchta shahar hududi (Farg‘ona, Namangan va Toshkent shaharlari) da tanlov asosida turizm sohasida faoliyat yurituvchi 120 nafar investitsiya faoliyatining ishtirokchilari (75 nafar yuridik shaxslar, 45 nafar jismoniy shaxslar) orasida so‘rovnomma o‘tkazilgan va uning natijalari tadqiq etilgan.

Kalit so‘zlar: turizm, investitsiya, investitsion faoliyat, boshqaruv, turistik resurslar, turizm resurs salohiyati, turizm bozori, turistik faoliyat, turizm sohasidagi investitsiya faoliyati.

В статье теоретически и практически исследован факторный анализ управления процессами привлечения инвестиций в сферу туризма. В ходе исследования классифицированы факторы по уровням управления инвестиционными процессами в сфере туризма, а также на основе выборки в трёх городах республики — Фергана, Наманган и Ташкент — проведён опрос среди 120 участников инвестиционной деятельности в сфере туризма (75 юридических лиц и 45 физических лиц), результаты которого были проанализированы.

Ключевые слова: туризм, инвестиции, инвестиционная деятельность, управление, туристические ресурсы, ресурсный потенциал туризма, туристический рынок, туристическая деятельность, инвестиционная деятельность в сфере туризма.

The article theoretically and practically examines the factor analysis of managing the processes of attracting investments into the tourism sector. In the course of the research, factors were classified according to the levels of management of investment processes in the tourism sector, and a survey was conducted among 120 participants in investment activities in the tourism sector (75 legal entities