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**THE MECHANISM OF IMPLEMENTING THE GOALS AND STRATEGIES OF THE STRATEGIC PLAN IN THE DEVELOPMENT OF THE SAMARKAND TOURIST DESTINATION OF THE REPUBLIC OF UZBEKISTAN**

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**Abstract:** The essay took into account the measures carried out and envisioned to guarantee the long-term socioeconomic development of the Republic of Uzbekistan's Samarkand tourism destination. To identify the issues with interaction between the sectors of the city's tourist complexes in the management of foreign inbound tourism, a social survey of leaders of Samarkand tourism companies was conducted. The goal was to create favorable conditions for the rapid development of the Samarkand tourist destination. A framework for the adoption of strategic planning goals and plans was designed in consideration of the survey results and in order to further boost the amount of tourism export services in the city.

**Keywords:** Tourist destination, strategic plan, development strategy, goal, strategy implementation mechanism.

**Introduction.** The Republic of Uzbekistan's socioeconomic development program, which runs until 2026, lists tourism as one of the primary service industry subsectors.

The Ministry of Tourism and Cultural Heritage of the Republic of Uzbekistan has established "Formation of a highly effective and competitive tourist complex in the Samarkand region" as a new strategic goal, taking into account that tourism will contribute to the stable socioeconomic development of Samarkand as a tourist destination in the future and will stimulate the development of a number of economic and social sectors involved in the creation of the tourist product complex of the region. The Republic of Uzbekistan's government and Ministry of Tourism and Cultural Heritage are currently focusing their efforts on resolving the following practical problems in order to accomplish this goal:

- The Republic's infrastructure for tourism is being developed;
- Increasing the number of visitors to Samarkand, a popular tourist site;
- Increasing the region of Samarkand's economy's reliance on tourism.

The regional target programs for the development of tourism at the republican level indicate the primary governmental management and support mechanism for the industry. Currently, a lot of focus is being placed on ensuring that our nation's economy grows as a result of the efficient utilization of the potential that already exists in the tourism sector. The third priority of the development strategy of New Uzbekistan for 2022-2026, approved by the Decree of the President of the Republic of Uzbekistan No. PF-60 "On the Development Strategy of New Uzbekistan for 2022-2026" on January 28, 2022, is

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"Ensuring rapid development of the national economy and high growth rates". within the framework of the "Travel around Uzbekistan" program, the following priority tasks are defined in the 35th goal of increasing the number of local tourists from 12 million people and increasing the number of foreign tourists visiting the republic to 9 million people. Accordingly, by turning Samarkand into a "Gateway of Tourism", increase the volume of tourism services by at least 10 times in the next five years. ensuring the employment of 40.000 workers in the tourism industry. The main objective for 2022 is to build the necessary infrastructure and the "Eternal City" historical complex, which will serve as Samarkand's tourism center.

**Literature Review.** Strategic planning is currently receiving a lot of attention as it is put into practice to ensure the long-term socioeconomic growth of Samarkand as a tourist destination. In order to further expand the amount of tourism export services, our scientists I.S. Tukhiev, N.E. Ibadullaev, R. Khaitboev, S. A. Abdukhamidov, B. Sobirov and D. Z. Norkulova reviewed and studied the literature on the development of goals and strategies for strategic planning.

At the same time, there is a need for conducting scientific research in this area due to the inadequate development of the theoretical and methodological foundations of the planned development of tourism at the level of the tourist destination of Samarkand as well as the inadequate practical recommendations for the organizational, economic, and methodological support of the planning process.

**Methodology.** As a result of our research, the mechanisms of introducing the goals and strategies of strategic planning to further increase the volume of tourism export services were studied, and the reforms being made and implemented in the field of tourism development were highlighted in order to ensure the stable socio-economic development of the Samarkand tourist destination of the Republic of Uzbekistan. Scientific findings and recommendations have been made regarding the potential for the growth of the tourism industry and the more thorough and efficient utilization of the enormous potential of Samarkand as a tourist destination. The research methodology included the application of scientific abstract thought, logical approach, comparison, systematic approach, logical statistical analysis, sociological survey, and expert evaluation methods.

**Results.** Due to the numerous actions of the Samarkand regional government and the effective activity of the Samarkand Regional Tourism and Cultural Heritage Directorate, which is in charge of the sector, the tourist destination of Samarkand, which is far ahead of other cities in the field of study in the context of the budgetary financing of the activities of the republic's target programs, managed to achieve the dynamics of the development of the tourism sector (Table 1).

As shown in the table, the flow of tourists visiting the Samarkand tourist destination increased by 2.45 times in 2022 compared to 2017 and amounted to 1,692,400 people. The number of foreign tourists increased by 9.1 times during this period and amounted to 492.4 thousand people.

**Table 1**  
**Dynamics of the tourism sector in the Samarkand tourist destination in 2017-2022 (January-September 2022) <sup>1</sup>**

№	The name of the pointers	Year				
		2017	2018	2019	2021	2022
1.	<b>Visit of local and foreign tourists (thousands people)</b>	<b>1 160,6</b>	<b>2 456,0</b>	<b>3 120,0</b>	<b>2 062,4</b>	<b>2 853,0</b>
	Visit of local tourists (Thousand people)	1 100,0	2 105,0	2 560,0	1 943,4	2 300,0
	Visits of foreign tourists (thousands of people)	60,6	351,0	560,0	119,0	553,0
2.	<b>Average length of stay of tourists</b>	<b>1,7</b>	<b>2</b>	<b>2,2</b>	<b>2</b>	<b>2,6</b>
3.	<b>The volume of exports of specified services (million dollars)</b>			<b>12,8</b>	<b>5,0</b>	<b>12,5</b>
4.	<b>Number of placement tools (pieces)</b>	<b>89</b>	<b>141</b>	<b>296</b>		<b>488</b>
6.	<b>Number of tour operators (units)</b>	<b>85</b>	<b>127</b>	<b>174</b>		<b>192</b>
7.	<b>Modern tourist class motor vehicles (units)</b>	<b>98</b>	<b>152</b>	<b>243</b>		<b>280</b>

**Discussion.** To identify the issues of reciprocal relations between the sectors of the city's tourist complexes in the management of foreign inbound tourism, a social survey of leaders of Samarkand tourism companies was conducted. The goal was to create favorable conditions for the rapid development of the Samarkand tourist destination. The results of the survey were taken into consideration, and a method for introducing strategic planning goals and strategies was devised in order to further grow the amount of tourism export services in the city.

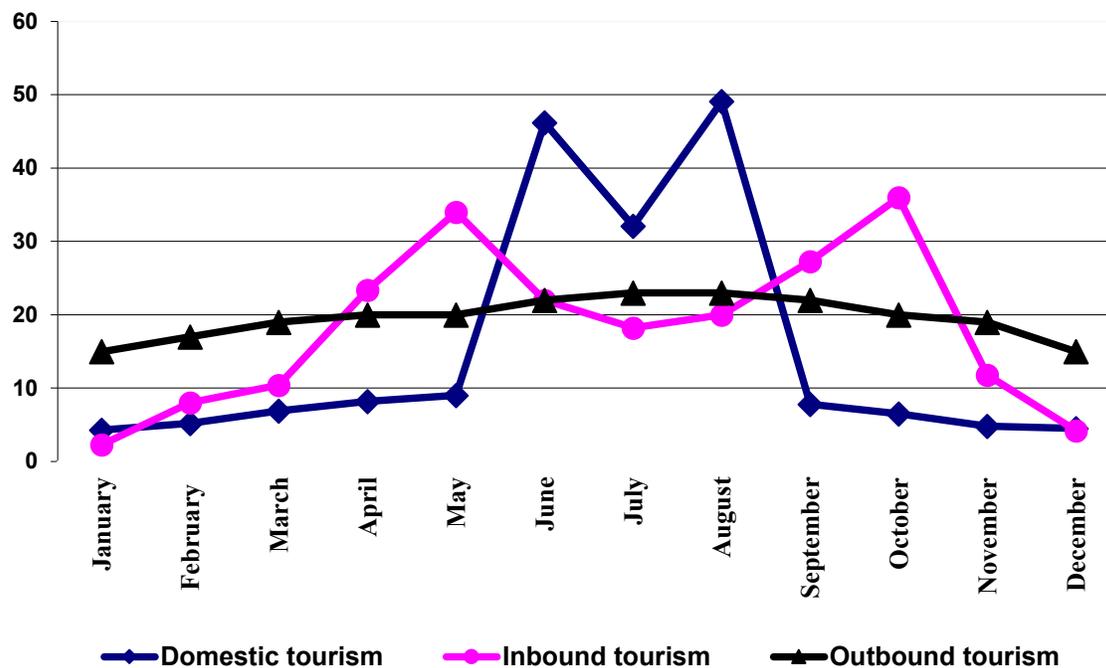
It was decided that the following are the primary factors aimed at its implementation:

- increasing the efficiency and quality of the city's tourist complex in order to obtain better income by utilizing the available resources and opportunities;
- increasing the number of tourist visits, i.e., increasing tourist flows even in the off-season.

The first factor's implementation will be directly impacted by the expansion of tourist amenities and the decline in the seasonality coefficient. The chart of fluctuations in the number of tourists serviced

<sup>1</sup> Source: Prepared based on the information of the General Directorate of Tourism and Cultural Heritage of Samarkand Region.

according to the season of travel to the tourist attraction of Samarkand vividly illustrates this issue (Fig. 1).



**Figure 1. Diagram of changes in the number of tourists served according to the season of travel to the tourist destination of Samarkand <sup>2</sup>**

According to the width of the supply spectrum, as illustrated in Figure 1, the dynamics of the outbound tourist flow are almost completely unaffected by seasonality. The growth rate of the total number of tourists served was 34% in the months of April, May, and June, with the highest rate of 22% occurring in June alone, and 36% in the months of September, October, and November, primarily during the warm or not-so-warm times of the year. is true and that its rate of expansion cannot be regarded as stable enough. The proportion of domestic tourism to all tourists serviced is at its peak in June, July, and August (49%). The fact that all three categories of tourism experienced a dramatic decline in demand in January, February, and December demonstrates the intense seasonality of Samarkand's existing tourist offering during the "Singing" season. Given this, the primary goal of strategic planning is to further boost the flow of tourists as a result of the introduction of a new non-seasonal product, which has a significant impact on the redistribution of tourist flows during off-season times and the improvement of load indicators, first and foremost in the hotel industry.

The introduction of a cashless payment system and tighter regulation of cashless and cash movement in the tourism and hotel industries are sacrificed in order to implement the second factor. Tourist services will be improved, their variety will be increased, and they will approach global standards in

<sup>2</sup> Developed by the author

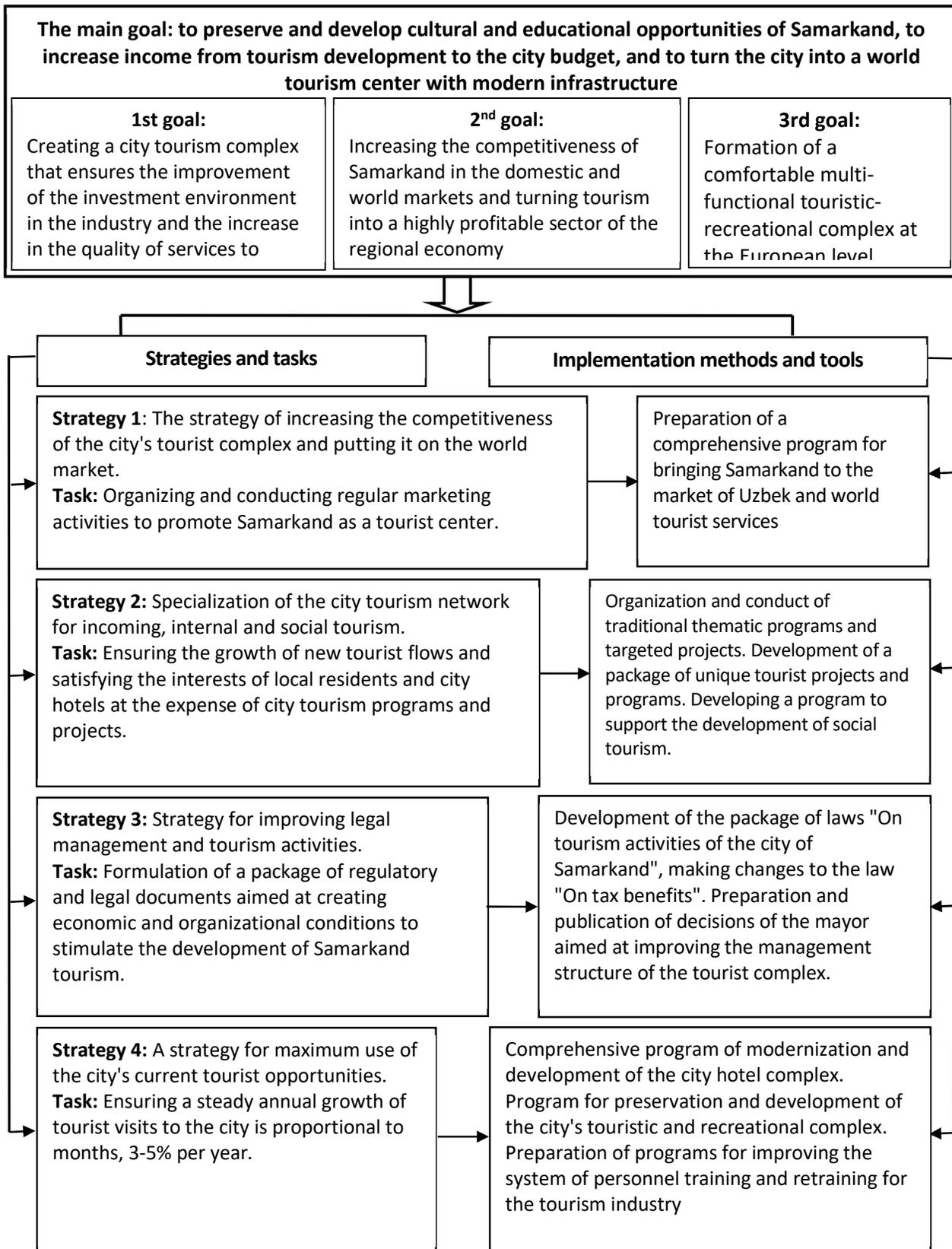
this regard. The state's ability to effectively manage the tourism sector's market and industry will be crucial to finding solutions to these problems since they offer a chance to boost budgetary receipts from the industry.

The following strategies will be used to accomplish the main objective of the proposed Samarkand city tourism plan:

- the strategy to increase the competitiveness of the city's tourist complex and enter the domestic and international markets is to ensure the stability of the city's tourist complex in the international market of tourist services, to focus on marketing activities and the expansion of the tourist season; expansion of access to the region; development of ne;
- the strategy of specialization used by the businesses in the city's tourism industry, which aims to develop domestic, incoming, and social tourism while taking into account the unique strengths and weaknesses of the city's tourism industry and allowing for the creation of new tourist products (creation of new tourism types with the creation of appropriate infrastructure, creation of various tourist project output and implementation, creation of new lodging, etc.);
- a strategy for improving the legal management of tourist activities, which includes the development of a regulatory and legal framework governing the development of tourism at the local level, which requires the formation of the conditions for the operation and development of the urban tourism sector, the formation of the compilation of statistics in accordance with international recommendations in the field, the formation of local government bodies that support the interests of the population and tourism it is envisaged to form a mechanism of mutual cooperation between private and public sectors in the field of tourism;
- strategy for the development of the current tourist potential of the city and its maximum use, which includes the development of tourism-related industries, the equal distribution of the tourist flow in the city area, the redistribution of the tourist flow during the height of the season, between seasons and during the calendar year, the development of the material base of the existing city tourist product (in the complex-tourist facilities, environment, infrastructure improvement), increasing the level of training of personnel in the field of tourism (participation of local authorities and management bodies and public organizations in the training of personnel for the tourism sector: training, skill development, training of personnel for market research, etc.) is taken.

The goals of each of these suggested strategies, along with the tools and methods for putting them into action, are shown in Figure 2 below as a mechanism for achieving the main goal.

As a result of the full implementation of program activities aimed at providing tourism with information-marketing, scientific, and human resources, increasing the composition and quality of tourist services, and supporting promising types of tourism in the Samarkand region, analysis of the main goal of the proposed strategic planning for the tourist destination of Samarkand and the strategy implementation mechanism revealed that there are opportunities to attract investments in the region.



**Figure 2. The mechanism of implementation of the main goals and strategies of the strategic plan for the development of the Samarkand tourism industry<sup>3</sup>.**

**Conclusion.** The implementation of priority investment projects aimed at tourist infrastructure facilities and the reconstruction of historical monuments in accordance with contemporary needs will contribute to the growth of the tourism industry in the Samarkand tourist destination. Along with drawing tourists, the construction of contemporary gas stations close to tourist attractions helps to give locals a stable source of income and employment in the vicinity of the facility.

By letting the world know about the tourism-related activities being done in Samarkand, the new tourist routes that have been established, the new services that have been introduced, and the establishment of cooperative relationships with foreign tourism firms and companies will make an important contribution to the development of this industry.

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