

Strategic Management of Tourist Complexes: on the Example of Pop District

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Annotation: The territories of Namangan region have rich recreational and tourism potential, which, if used effectively, can lead not only to the revival of recreational and tourist complexes, but also to the development of the entire domestic economy. World practice has shown that with effective management, tourism can bring tangible results both for individual regions and for entire countries.

Keywords: Pop district, tourism sector, regional tourist complex, quality of tourist services, management strategy, regional management.

The current state of the recreation and tourism sector in the Pop district can be called unsatisfactory. The destruction of the existing infrastructure, the lack of sufficient funds for development, and the crisis in most enterprises of this sector predetermine the need to find ways to restore and consistently develop tourism in the Pop district. Today, reforms in the tourism sector have put many tourism enterprises in a difficult situation, which has predetermined the crisis of the entire recreation and tourism complex of the country. In modern conditions, regional tourist complexes have a number of serious problems: the low quality of the provided recreational and tourist services, weak infrastructure in the complex, high obsolescence of its fixed assets, stagnation in the development of domestic and inbound tourism.

The situation can be changed by developing an effective tourism complex management system at the regional level with a single goal, strategy and implementation program. The resort has traditionally played an important role in the economic complex of the Pop district, therefore its problems here require a detailed study, analysis and development of a tourism complex management strategy and a system of measures to solve them.

Analysis of the literature on the topic. The issues of effective management of regional tourist complexes are reflected in the works of many scientists. For a comprehensive study of the problem, it is necessary to pay attention to the study of both regional and recreational and tourist systems. The concept of the region, its essence, features and structural elements, as well as the issues of forming an effective territorial management system were considered in the works of such scientists as Arzhenovsky I.V., Bilchak V.S., Butov V.I., Granberg A.G., Dobrynin A.I., Dolyatovsky V.A., Druzhinin A.G., Zakharova V.F., Ignatov V.G., Ionov A.Ch., Marshalova A.S., Nekrasov Kh.N., Tyaglov S.G., Tambiev A.Kh. and others.

The idea of a regional-level tourism complex management system that meets modern conditions is formed on the basis of the work of specialists studying the problems of economic geography, tourism economics, management and tourism marketing. These are such scientists as Balabanov I.T., Balabanov A.I., Bezrukova N.L., Bowen J., Volkova L.I.A., Voskolovich X.A., Gradov A.P., Gorbyleva Z.M., Durovich A. .P., Zorin I.V., Ilyina E.N., N.A.Bushkin. , Kirillov A.T., Kotler F., Kotlyarov E.A., Kryuchkova A.A., Papiryan G.A., Romanov A.A., Senin S.S., Temny Yu.V., Yankevich V.S., Yakovlev G.A. and others.

The issues of defining a complex and multifaceted category of tourism, the problems of forming regional tourist complexes, as well as the creation of possible strategies and programs for their development were studied in the works of such scientists as Azar V.I., Amirkhanov M.M., Berneker

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P., Bykov. A.T., Weiss H., Voloshin V.Ya., Gulyaev V.G., Dreev M.R., Kalinovskaya H.A., Karpova G.A., Kasper K., Kvetenadze L.I. A., Kozyrev V.M., Krippendorf I., Krotova E.L., Malysheva G.M., Nikolaev S.S., Nikiforov V.I., Prourzin L.Yu., Rakhmaleva O.V., Reshetnikov D.V., Romanov S.M., Romanova G.M., L.V. Tarova, Ya.V. ., Tatarinov A.A., Trusov A.D., Tumanov S.Yu. , Chernov V.A., Chudnovsky A.D., Yunk R. and others. The aim is to improve the theoretical and methodological foundations of strategic management of the regional tourist complex, to develop a system of measures for the prospective development of the tourist complex of the Pop district. This goal determines the formation and solution of a set of interrelated tasks:

- to summarize the theoretical foundations of the formation of a tourist complex, its features, stages and structural elements;
- to analyze domestic and foreign experience in managing local tourist complexes at the level of villages and rural localities, to identify established approaches to their strategic management in modern conditions;
- to carry out a theoretical and methodological analysis of the tourist complex as an object of strategic management, to reveal its main problems;
- to assess the level of development and features of the strategic management system of the tourist complex of the Pop district, its recreational and tourist potential and the effectiveness of regional management;
- to develop the main provisions of the strategy for developing a tourist complex in the Pop district in the long term;
- to propose a system of measures aimed at reforming the management structure of the tourist complex in the Pop district in accordance with the selected strategy.

Analysis and results:

For regional enterprise managers, it is not enough to have a good product. They should focus on mastering new technologies in order not to lag behind their competitors. This includes the introduction of innovative management practices, such as analyzing innovation programs and plans, monitoring and implementing the development of new products, and coordinating the activities of production units. In addition, financial and material resources should support innovation programs, and qualified personnel should provide innovative services.

The theoretical and methodological basis of the study was the scientific works of local and foreign scientists, as well as specialists in the fields of regional management, tourism economics, strategic management, marketing, economic geography, management programs, concepts and other materials. Various research methods were used in the study: comparison, analogy, information analysis and synthesis, deduction and induction, systematic analysis, economic-statistical and logical analysis, analytical and simulation modeling, etc. The main areas of improvement of the strategic management system of the tourist complex designed for the Pop district are presented in Figure 1:



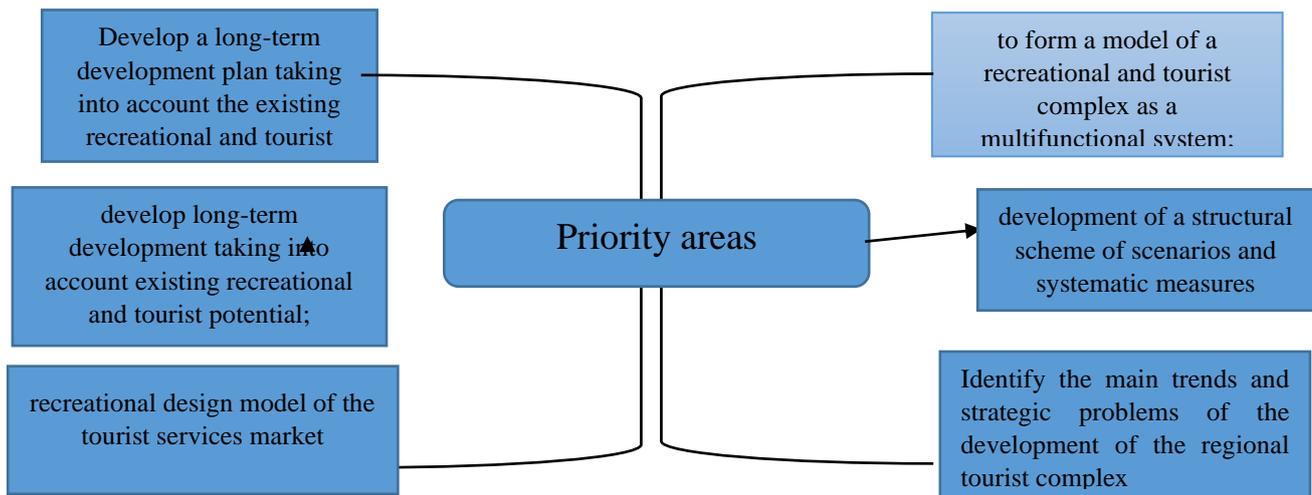


Figure 1. Main areas of improvement of the strategic management system of the tourist complex designed for the Pop district ²

The scientific novelty of the research is to identify the main areas of improvement of the strategic management system of the tourist complex for the Pop district, to develop a strategy for its development and a system of measures. The following practical results of the research were presented:

- A. the main elements of the theory of strategic tourism management, including the definition of the concept of "recreational and tourist complex", its components and main characteristics, the definition of the main goal of the existence and development strategy, the formation of a model of a recreational and tourist complex as a multifunctional system;
- B. it is proposed to use two complementary approaches in the formation of tourism policy in the region - scenario and systemic, on the basis of which a structural scheme of measures to activate tourism activities in the region will be developed;
- C. the main trends and strategic problems of the development of the regional tourist complex were identified, which made it possible to comprehensively assess the current state of the management system in the Pop district;
- D. a methodological approach to the strategic analysis of the tourist complex, its structural elements, participants and their interactions was developed, using which the main factors of the success of the Pop district tourist complex, the system of main goals and its long-term strategy were identified.
- E. development of long-term development taking into account the existing recreational and tourist potential;
- F. identification of priority areas and promising opportunities for the development of various types of tourism in the Pop district using the recreational design model and segmentation of the tourist services market;

The working hypothesis of the management strategy in the region is that for the successful development of the tourist complex, the strategies for creating an effective strategic management system at the regional level, adapted to modern conditions and trends, are as follows:

1. The tourist complex is a complex multifunctional system, which is determined by the internal characteristics and settings of the territory and external development factors that are not related to it. The complexity of this category is due to the fact that it includes two components - tourism and the territory.

² Muallif ishlanmasi



2. The study of the history and experience of state management of the recreation and tourism sector in the Pop district and its tourist MFIs showed the presence of a number of contradictions, namely, the use of different management models, fragmentation and lack of coordination of management. individual components of the tourist complex under different ministries and departments and different statuses of state bodies regulating the tourism sector, the uncertainty of the affiliation of tourism to a particular area of activity (physical education and sports, economy, culture, etc. .), lack of a policy and strategy for managing the tourist complex. As a strategic priority sector of the economy, an innovative approach to the recreation and tourism complex is necessary, which is capable of having a significant multiplier effect on our state and its individual regions, which will allow us to solve the urgent problems of the subjects of the Pop district, and also contribute to their progressive development.
 3. The potential of the tourist complex could put it on a par with other budget-forming sectors. However, at present, the tourist complexes of the district have a number of serious strategic problems: crisis and degradation of tourist infrastructure (accommodation); lack of new unique tourism products; unsatisfactory quality of services provided; low investment activity; lack of qualified personnel; inefficiency of the work of enterprises of tourist enterprise complexes under the control of the state, municipal and public associations.
 4. The solution of these problems is determined not only by the work of regional tourist enterprises, but also by the quality of regional strategic management. Today, there is a satisfactory practice of managing a tourist complex in the Pop district. The main limitations in implementing effective measures and solving strategic problems of the regional tourist complex are: insufficient scale of the territorial structure of the management of the tourist complex, limited funding, fragmentation of territorial structures regulating individual components of the tourist complex; lack of a strategy for the development of the tourist complex in the region, weakness of the functions of strategic planning, marketing research, effective creation and promotion of regional tourism products.
 5. The regional tourist complex needs a development strategy taking into account the specific features of its formation and development, recreational and tourist potential, as well as the current situation in the Russian and world tourism markets. Its basis is the development of new tourist products aimed at specific demand segments, taking into account the existing specialization of the tourist complex as a center of resort tourism.
 6. The mechanism for effective strategic management of the tourist complex in the region should be based on a strong territorial structure of tourist complex management, capable of more effectively solving the issues of restoration and development of the recreational and tourism sector. In addition, its main tasks should be to collect information and marketing research on the tourist complex in the region and beyond, and with their help to develop and implement investment projects.
 7. For the strategic development of the tourist complex of the Pop district and its territories, state financing is necessary, the main source of which may be a recreation and tourist rental fund formed at the expense of allocations from the enterprises of the tourist complex. The work presents the formation scheme, calculation forms and its minimum size on the example of the Pop district. The proposed mechanism for the formation of a recreation and tourist rental fund should significantly assist the recreation and tourist complex of the Pop district in the process of self-development.
- proposals were developed to improve the management mechanism of the tourist and recreational complex, including clarifying the purpose and design of the organizational structure of the Pop district tourism department;
 - a scheme for forming a recreational and tourist rental fund was proposed, various approaches to its calculation were analyzed, and the most optimal, expedient and effective one was substantiated in modern conditions.



The practical significance of the research is determined by the development of a set of recommendations and mechanisms that form a methodological and practical basis for creating an effective system of strategic management of the tourist complex. at the regional level. The following research results are of direct practical importance: a strategy for long-term development of the tourist complex in the Pop district, proposals for the formation of a regional state body in the field of tourism and its organizational structure, forms of calculating recreation. can be used in creating a legislative framework for the formation of a mechanism for rental payments in tourism and improving the territorial management of the tourist complex.

Conclusion and recommendations. In general, the problem of creating an effective regional tourism complex management system has not been fully resolved and there is no unified approach among scientists. In this regard, it is necessary for each region to develop its own proposals and recommendations to summarize existing research and improve the regional tourism complex management system.

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