

## INTERNATIONAL EXPERIENCE IN MANAGING TOURISM CLUSTERS AND HOW IT CAN BE APPLIED IN UZBEKISTAN

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**Annotatsiya.** *Maqolada turistik klasterlarni boshqarishning xorijiy tajribasi o‘rganilgan hamda uni O‘zbekiston sharoitida qo‘llash imkoniyatlari tahlil qilingan. Ispaniya, Italiya va Turkiya mamlakatlarida turistik klasterlarni tashkil etish va boshqarish amaliyoti ko‘rib chiqilib, ularning samaradorlik ko‘rsatkichlari baholangan. Shuningdek, O‘zbekistonning turistik salohiyatidan samarali foydalanish, hududiy raqobatbardoshlikni oshirish va davlat-xususiy sheriklik asosida turizm infratuzilmasini rivojlantirish bo‘yicha takliflar ishlab chiqilgan.*

**Kalit so‘zlar:** *turistik klaster, klaster boshqaruvi, turizm, xorijiy tajriba, davlat-xususiy sheriklik, investitsiya, hududiy rivojlanish, turizm infratuzilmasi.*

**Аннотация.** *В статье исследован зарубежный опыт управления туристическими кластерами и возможности его применения в условиях Узбекистана. Рассмотрены практики формирования и управления туристическими кластерами в Испании, Италии и Турции, а также дана оценка их эффективности. Разработаны предложения по эффективному использованию туристического потенциала Узбекистана, повышению региональной конкурентоспособности и развитию туристической инфраструктуры на основе государственно-частного партнерства.*

**Ключевые слова:** *туристический кластер, управление кластером, туризм, зарубежный опыт, государственно-частное партнерство, инвестиции, региональное развитие.*

**Abstract.** *The article examines foreign experience in managing tourism clusters and the possibilities of its application in Uzbekistan. The practices of establishing and managing tourism clusters in Spain, Italy, and Türkiye are analyzed, and their effectiveness is evaluated. Recommendations are developed for the effective use of Uzbekistan’s tourism potential, enhancement of regional competitiveness, and development of tourism infrastructure based on public-private partnerships.*

**Keywords:** *tourism cluster, cluster management, tourism, foreign experience, public-private partnership, investment, regional development, tourism infrastructure.*

**Introduction.** Today, tourism is one of the fastest-growing and most profitable sectors of the global economy. In international practice, the cluster approach is widely used as an effective method for developing tourism. The cluster model fosters cooperation among tourism businesses, service providers, educational institutions, and government agencies, helping to further enhance a region’s tourism potential. In Uzbekistan, tourism is recognized as a strategic sector of the economy, and a number of government programs are being implemented to support its development. In this process, studying and applying the experience of developed countries is of great importance.

**The foundations of tourism clusters.** The concept was first introduced by Michael Porter, who defined a cluster as a group of interconnected businesses and organizations located in the same region. In tourism, this means hotels, restaurants, transportation providers, tour operators, craft centers, and cultural attractions all working together as an integrated network.

Here are the key benefits of tourism clusters:

- better service quality;
- lower costs;
- the ability to roll out innovations faster;
- easier access to investment;
- and stronger regional competitiveness.

Spain is one of the world’s top destinations for tourism. In regions like Barcelona and Catalonia, well-developed tourism clusters bring hotels, transportation, and cultural attractions together under a single, coordinated management system.

In Germany, the public-private partnership model evolved within the continental legal system, largely driven by the need to move forward with infrastructure projects when public budgets were tight. In North Rhine–Westphalia, for example, special development agencies were created to bring government and private partners together. These agencies played a key role in restoring land resources, upgrading infrastructure, and attracting investment.

In Turkey, Antalya, Istanbul, and Cappadocia have grown into major tourism hubs. Through public-private partnerships, these regions have built out hotels, transportation systems, and entertainment infrastructure. As a result, Turkey has strengthened its standing in the global tourism market<sup>4</sup>.

Uzbekistan’s historic cities, Samarkand, Bukhara, Khiva, and Shahrissabz, offer tremendous potential for developing tourism clusters. In the Khorezm region, for example, creating a modern tourism hub around the Ichan-Qal’a complex could further boost the area’s appeal to visitors.

To make this happen:

- Expanding public-private partnerships;

- Boosting investment in tourism infrastructure;
- Rolling out digital tourism solutions;
- Strengthening our global marketing strategy;

We need to strengthen the system for training skilled professionals in the tourism industry.

Research shows that international experience in managing tourism clusters plays a key role in driving the industry’s growth. The examples of Spain, Italy, and Turkey clearly highlight how tourism clusters can positively impact regional economies. By adapting these experiences to the conditions of Uzbekistan, it will be possible to increase the competitiveness of the tourism sector, attract investment and create new jobs.

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