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Evaluation of The Effectiveness and Management Processes of Diversification of Tourism Types in Uzbekistan

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Abstract: This article provides a comprehensive analysis of the processes of diversification of tourism types in Uzbekistan, its economic effectiveness and the effectiveness of management mechanisms. In order to assess the level of diversification and economic effectiveness, economic and mathematical formulas such as the growth coefficient, average income indicator, share in GDP, Herfindahl-Hirschman index, seasonality coefficient and multiplier effect were used. The results of the analysis showed that the expansion of tourism types is of great importance in increasing the stability of the sector, increasing the export of services and stimulating regional economic development. At the same time, the need to improve the quality of services, modernize infrastructure, introduce digital technologies and form a comprehensive monitoring system was substantiated in order to further increase the effectiveness of diversification.

Keywords: tourism, diversification of tourism types, tourism efficiency, tourist flow, export of services, economic growth, seasonality, Herfindahl-Hirschman index, tourism multiplier, management efficiency, regional development, sustainable tourism.

1. Introduction

In the 21st century, tourism has become one of the most dynamic and high-value-added sectors of the world economy. It plays an important role in increasing GDP, increasing export earnings, providing employment, and stimulating regional development. Tourism affects not only economic, but also social and cultural processes: it strengthens dialogue between peoples, serves to preserve cultural heritage, and contributes to the formation of a national brand.

At the modern stage, the tourism industry is developing in a global competitive environment. The structure of demand in the tourist services market is changing, travelers are not limited only to visiting historical monuments, but also show great interest in individual experiences, the ecological environment, local lifestyle, national cuisine, medical and wellness services. Digital technologies, online booking systems and social networks are significantly influencing the tourist decision-making process.

In recent years, the country has implemented institutional reforms in the tourism sector, liberalized the visa regime, built infrastructure facilities, and taken measures to expand the participation of the private sector. At the same time, state programs have been adopted to develop such areas as ecotourism, pilgrimage tourism, gastronomic tourism, agrotourism, medical tourism, and domestic tourism. This process is creating new economic opportunities in the tourism industry.

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However, diversifying tourism types alone is not enough. An important issue is to assess the effectiveness of these processes and form mechanisms for their effective management. What economic impact does diversification have? How are tourist flows changing across regions? Are the new tourism products created competitive? To what extent is cooperation between the state and the private sector effective? These questions require scientific analysis.

In this context, the issue of tourism diversification is not only a practical task of industry development, but also an important element of economic policy, strategic planning and territorial management. In the absence of an effective management system, diversification can lead to resource fragmentation, unbalanced development of infrastructure and low expected results.

Today, tourism has become one of the largest and most profitable sectors of the world economy. It accounts for a large share of services exports in international trade, creates millions of jobs and is a strategic source of income for many countries. Therefore, the effective organization of tourism and ensuring its sustainable development are becoming one of the priorities of the economic policy of each state.

The relevance of this issue for Uzbekistan is primarily due to the need to structurally diversify the economy. Reducing dependence on raw materials, increasing the share of the service sector, and developing sectors that create high added value are important tasks of state policy. Tourism is one of such sectors, which covers many areas, such as transport, trade, catering, hotel management, crafts, and cultural services. In this regard, diversifying the types of tourism has a multiplier effect on the entire economic system.

The second important aspect is the change in the structure of global tourist demand. The modern tourist prefers an experiential, meaningful and individual trip rather than a simple excursion. He is interested in the opportunity to get acquainted with the ecologically clean environment, national culture, traditional cuisine, medical and health services, extreme recreation or village life. If the tourist offer is the same and limited, the country may lose its competitiveness in the international market. Therefore, diversification is a prerequisite for adapting to market demand.

The third factor is the problem of seasonality. Revenues in the tourism sector are not evenly distributed throughout the year. Cultural and historical tourism, as a rule, is activated in certain seasons. This leads to underutilization of infrastructure, seasonality of jobs, and inefficient use of resources. Diversification of tourism types, in particular, the development of medical tourism, domestic tourism, and gastronomic destinations, can form a stable tourist flow throughout the year.

The fourth aspect is the need to reduce regional economic inequality. Currently, the tourist flow is mainly concentrated around historical cities. As a result, economic activity is high in some regions, while in others the potential is not fully utilized. By developing areas such as ecotourism, agrotourism and mountain tourism, it is possible to create new jobs in rural and mountainous regions, increase population incomes and reduce internal migration. This ensures sustainable regional development.

The fifth factor is the impact of external economic and global risks. Factors such as pandemics, financial crises or geopolitical instability have a serious impact on the tourism industry. A tourism model that specializes in one direction will have a high risk in such conditions. Diversification, on the other hand, increases the stability of the industry, spreads risks and allows for a quick recovery.

The sixth aspect is the need to improve the institutional and management system. Expanding tourism types requires an effective management mechanism. Unless the issues of cooperation between the public and private sectors, improving the investment climate, training personnel, standardizing the quality of services, and introducing digital technologies are resolved, diversification may not yield the expected results. Therefore, assessing the effectiveness of diversification processes and analyzing management efficiency are of great scientific and practical importance.

The seventh factor is the issue of national brand and international image. Tourism shapes the image of the country in the international arena. A state with diverse and meaningful tourism products creates a positive image in the international community,

attracts investments and expands the possibilities of cultural diplomacy. Therefore, diversifying tourism should also be considered as a strategic communication tool.

Taking into account the above factors, the issue of diversifying tourism types and assessing its management processes in Uzbekistan is a complex, multifaceted and strategically important scientific problem. It is inextricably linked with such important areas as economic efficiency, social stability, regional development and international competitiveness. Therefore, a deep scientific analysis of this topic, the development of practical proposals and conclusions are of particular relevance today.

Review of literature on the topic. The issue of diversifying tourism types and assessing its effectiveness is explained in the international literature, primarily in connection with the concepts of competitiveness, sustainability and risk reduction (resilience). Many studies view diversification not as “adding new tourism products”, but as a strategic process that is carried out by creating thematic and territorial synergies between products, expanding market segments, mitigating seasonality, and improving the quality of management and institutions.

Research by foreign scientists: theoretical foundations and evaluation approaches:

First, one of the most cited works on the theoretical and methodological foundations of diversification is the study by AM Benur and B. Bramwell. The authors explain diversification as a change in the “destination product assembly”, that is, a system formed by managing the connections and synergies between different products (e.g. cultural heritage, nature, events, special interest tourism). They divide diversification into parallel and integrative types: in parallel diversification, new directions are added, but they are not strongly connected to the existing product; in integrative diversification, products expand the “value chain” in an interconnected manner [1]. This classification is also noticeable in practice in Uzbekistan: in some regions, the pilgrimage-gastronomy-crafts connection takes on an integrative character, while in some places ecotourism is developing as a separate product, fragmented. The authors' strength is their conceptual systematization of diversification; however, their limitation is that the models do not fully reveal the “management ability” in practice (which institution measures which indicator?).

Secondly, the issue of seasonality is central to assessing the effectiveness of diversification. The classical approaches to identifying and measuring seasonality in the literature rely on the definitions of BarOn and later Butler and the logic of indicators: seasonality is a time-dependent imbalance in tourism, which is reflected in indicators such as the number of visits, spending, traffic flow, and employment. The advantage of this approach is universality; the disadvantage is the risk of assuming seasonality drivers to be “the same” in local conditions (climate, vacation regime, religious calendar, border/visa factors).

Third, the most important source for summarizing seasonality from a “practical policy” perspective is Baum and Lundtorp’s (2001) collection “Seasonality in Tourism.” It discusses the impact of seasonality on hotel occupancy, labor markets, marketing, and product policies in a number of countries [2]. However, this work (naturally) does not fully cover the issues of digital transformation, platformization, and management through modern data analytics tools - which leaves a significant gap in the current era, especially in “rapidly reforming” markets like Uzbekistan.

Fourth, in recent years, research on seasonality has expanded the theoretical understanding and called for a “comprehensive approach.” For example, DLSenbeto (2024) reviews seasonality research, noting that there is still confusion in theory and methodology, that limiting oneself to “only statistical series” does not fully serve management decisions, and proposes a typology and agenda for future research [3], [4]. This is important in the context of Uzbekistan: assessing the effectiveness of diversification should not be limited to the number of tourists, but should also include dimensions such as quality, tourist experience, territorial equity, and environmental pressure.

Fifth, as a source of critical response to the question of “why do diversification strategies sometimes not work?”, the dissertation of A. Farmaki (2011) (on the example of Cyprus coastal tourism) is valuable: it reveals the gap between the promise (projected

image/goal) and the real perception (perceived image/tourist satisfaction) in the evaluation of diversification. According to the author, the failure of diversification is often not due to “no new product”, but to internal problems in the industry (quality, personnel, coordination, marketing disruption). This point is also relevant for Uzbekistan: rather than multiplying types of tourism, it is necessary to collect them under one standard, one brand, one route logic and strengthen them with service quality.

Sixth, from a policy and governance perspective, OECD documents interpret diversification within the framework of “sustainability and risk management”. OECD (2025) argues that over-reliance on a limited market/season/product in tourism increases vulnerabilities, and that diversification can help redistribute flows across time and space, but that it is not a “simple solution”: moving flows to an unprepared area can shift the problem. Therefore, OECD prioritizes destination governance, informed decision-making, capacity and resources [5]. This position suggests that “indicators + management capacity” should be measured together when assessing the effectiveness of diversification in Uzbekistan.

On the research of local scientists: directions, achievements and limitations.

The literature on Uzbekistan often focuses on describing the potential of destinations (pilgrimage, ecotourism, domestic tourism) and the role of public policy, but comprehensive performance measurement (KPIs/indicators, panel data, regional comparisons, quality indices) is not yet sufficiently institutionalized.

For example, A. Kucharov and Kh. Ochilova (2019) analyze the dynamics of international tourism development in Uzbekistan, the impact of infrastructure and state policy, and note the emergence of new types of tourism (eco-, agro-, medical, gastronomic). The authors' achievement is to provide a practical analysis based on official data and questionnaire elements; however, a critical aspect is that they limit themselves to describing the “presence” of diversification, and less often answer questions such as which direction is evaluated in which region by what KPI, and what is the cost-effectiveness ratio [6].

In the research conducted by DS Khamzaeva, discussing the priority areas of seasonality and diversification in the tourism product of Uzbekistan, she emphasizes the negative impact of seasonality on hotel occupancy and employment, and suggests measures to mitigate it. The strength of the article is that it clearly states the problem; its limitation is that some of the proposals remain “general” (for example, which measure in which region, at the expense of which source, in what period, with which indicator is it controlled) [7]. Thus, the study shows the need to include operationalized indicators (for example, seasonality index, average check, tourist satisfaction, repeat visits) to assess effectiveness.

Local work on pilgrimage tourism broadly highlights the potential of the sector. U. Zhiyanov (2024) discusses the role of pilgrimage tourism in the global tourism market and its development trends in Uzbekistan, providing information on regulatory documents and advocacy platforms. The practical benefit of this work is that it summarizes the areas of institutional support for the sector; however, its scientific limitation is that the effectiveness would be more valuable if it were demonstrated in terms of economic impact, tourist experience, service quality standards, and regional impact, rather than a “list of policy measures [8].”

In studies that present pilgrimage and cultural destinations as concrete cases, Jumaeva and Juraev highlight the possibilities of pilgrimage tourism using the example of the Tashkent oasis and mention proposals such as virtual tourism/3D format [9]. These proposals are in line with the modern trend, but in order to scientifically assess their “effectiveness”, criteria such as digital product conversion, online-offline flow connection, and ROI (return on investment) are required.

In her research on ecotourism, F. Ortiqho'jayeva highlights the prospects for ecotourism in Uzbekistan, its sustainable growth, and the need for community engagement. The article contains strategic theses, but as a critical point, it can be said that the most important risks in ecotourism are pressure on nature, issues of visitation regulation, and carrying capacity [10]. Therefore, performance indicators in ecotourism

diversification should include not only the number of tourists, but also indicators of environmental impact, local income share, and community consent.

Also, a policy brief from the Caspian Policy Center (2019), which covers the sector from an external perspective, discusses reforms, opportunities, and challenges in Uzbekistan's tourism. The advantage of such sources is "language that is understandable to policymakers"; the limitation is the limited depth of academic empirical evidence (methods, models, indicators) [11]. However, they help the researcher to identify "which issues are relevant."

While foreign literature has explained diversification well in terms of theory and strategy, domestic works describe more potential and measures. When integrating them, the following gaps are clearly visible [12]:

1. A comprehensive performance assessment model is lacking: economic (income/jobs), social (community acceptance), quality (satisfaction), territorial (flow distribution), and environmental (impact) indicators are rarely used in a single system.
2. The link between governance and diversification is not sufficiently operationalized: who is responsible for what, what information is used to monitor, what budget/partnership mechanism is in place.
3. There is a lack of methodological bridges between the introduction of a "new type of tourism" and its transformation into an integrative product (branding, route logic, standards, personnel, digital marketing).

Therefore, it is advisable to enrich international theoretical models (productivity, synergy, seasonality index) with indicator-based monitoring and policy evaluation methods, linking them with local data and management practices, in studies devoted to assessing the effectiveness of tourism diversification in Uzbekistan.

2. Materials and Method

The methods of systematic analysis, historicism and logic, induction and deduction, analysis and synthesis, comparative and selective research, monographic analysis and grouping were used to assess the effectiveness of diversification of tourism types and management processes in Uzbekistan.

3. Result and Discussion

Countries are trying to strengthen their market position by diversifying their tourism industry. Diversification is seen as an effective mechanism to reduce economic risks, stabilize tourist flows, and mitigate the effects of seasonality. A tourism model specializing in one type is more vulnerable to external shocks, economic crises, or global epidemiological situations. Expanding tourism types, on the other hand, ensures the stability of the industry [13], [14], [15].

This issue is of particular importance in the conditions of Uzbekistan. The country has a rich historical and architectural heritage and is one of the centers of the Great Silk Road civilization. At the same time, the territory of the republic has factors that allow the development of various areas of tourism, such as natural landscapes, mountainous and desert areas, mineral water sources, agricultural resources. This requires the development of tourism in a comprehensive manner, not limiting it to the cultural and historical direction.

Table 1. Number of tourists (comparative visits, thousand people)

Years	Visits to Uzbekistan (thousand people)	Change (%)
2020	1504.1	-
2021	1881.3	+25.1
2022	5232.8	+178.1
2023	6626.3	+26.7
2024	7957.2	+20.1

Source: Developed by the author based on data from the National Statistics Committee of the Republic of Uzbekistan and the Tourism Committee of the Republic of Uzbekistan.

According to the data presented in the table: in 2020, due to the COVID-19 pandemic, the number of tourists decreased sharply (less than half); in 2021, a recovery from the bottom began - +25% growth; in 2022, a broad recovery was observed: with the easing of pandemic restrictions, visits reached >5 million; in 2023, growth was maintained, but the pace slowed down slightly; in 2024, a significant increase compared to 2023 is expected, which is analyzed as the effect of state policy and diversification.

Table 2. Exports of tourism services (revenue, billion US\$)

Years	Revenue (\$bn)
2020	0.345
2021	0.756
2022	2.14
2023	3.52
2024	3.92

Source: Developed by the author based on data from the National Statistics Committee of the Republic of Uzbekistan and the Tourism Committee of the Republic of Uzbekistan.

According to the data presented in the table: in 2020, a large decline was observed in economic structures (\$0.345 billion); in 2022–2023, tourism exports grew rapidly - this is due not only to the number of tourists, but also to the diversification of the service portfolio; as a result of diversification, additional income was received through new services (local excursions, medical/spa services, gastronomic tourism); growth continues in 2024.

Below we analyze the main economic results using formulas:

Tourism growth rate

$$TI_g = \frac{T_y - T_{y-1}}{T_{y-1}} \times 100$$

Here:

TI_g - annual growth rate (%),

T_y - the number of tourists this year,

T_{y-1} - the number of tourists last year.

Example, for 2022:

$$TI_{2022} = \frac{5232.8 - 1881.3}{1881.3} \times 100 = 178.1\%$$

This large increase is due to the easing of pandemic restrictions.

Growth trend of tourism exports

$$ER = \frac{Rev_y - Rev_{y-1}}{Rev_{y-1}} \times 100$$

Here:

Rev_y - current year exports (billion \$),

Rev_{y-1} - last year's exports.

For 2023:

$$ER_{2023} = \frac{3.52 - 2.14}{2.14} \times 100 = 64.5\%$$

This indicator is inextricably linked to the effect of diversifying services exports in tourism.

Educational analysis of the results. Recovery after the pandemic: After a low figure in 2020, the number of tourists grew rapidly during 2021-2024. This is due to the impact

of new types of tourism (eco, pilgrimage, gastronomic) and the liberalization of the visa regime:

Export level and value: The rapid growth in tourism services exports can be seen as a result of economic diversification, as it reflects not only the number of tourists but also the expansion of the portfolio of services.

Calculation of effectiveness: The effectiveness of diversification was scientifically assessed through tourism growth rates and export level indicators, which showed that the results of diversification of tourism types in Uzbekistan are in a positive direction.

Management Impact: Measures related to public policy, infrastructure, and advertising campaigns have served to increase the effectiveness of these methods.

According to the research results:

1. Diversification of tourism types has had a significant impact on economic growth in Uzbekistan.
2. The growth trend in the number of tourists and the export of tourism services has shown significant results in the post-pandemic period.
3. Indicators calculated using formulas increase the scientific rigor of the study and allow it to be compared with other countries.

To fully assess the effectiveness of diversifying tourism types, it is necessary to calculate not only the number of tourists or the volume of exports, but also indicators such as average spending, industry efficiency, level of diversification, and multiplier effect.

Average Revenue per Tourist (ART)

$$ART = \frac{TR}{T}$$

Here: - total revenue from tourism (billion \$); TR

T - number of tourists (millions).

Example (2023):

$$ART_{(2023)} = \frac{3.52}{6.63} = 0.531 \text{ (billion$/mln)} \approx 531 \text{ (US$)}.$$

The data shows that: in 2023, one tourist spent an average of 530–540 USD. If we assume that in 2024 the number of tourists was 7.95 million and the revenue was \$3.92 billion:

$$ART_{(2024)} = \frac{3.92}{7.95} = 493 \text{ (US$)}$$

Although the number of tourists has increased here, the spending per tourist has slightly decreased. This can be explained by the fact that the share of tourists from the mass and neighboring countries has increased as a result of diversification. Therefore, diversification should be assessed not only in terms of volume, but also in terms of quality (level of spending).

Tourism GDP Share (TGS)

$$TGS = \frac{TR}{GDP} \times 100$$

Here:

TR - tourism income;

GDP - gross domestic product.

If 2023 GDP is assumed to be $\approx$ \$90 billion:

$$TGS_{2023} = \frac{3.52}{90} \times 100 = 3.9\%$$

Tourism's share of GDP is around 4%. Increasing this share to 5–6% through diversification would increase economic stability.

Diversification Index (Herfindahl-Hirschman Index – HHI)

The following index is used to assess the distribution of tourism types:

$$HHI = \sum s_i^2$$

Here:

s_i - Share of i -tourism type.

If the tourism composition in 2024 is conditionally as follows:

- cultural tourism – 40%;
- pilgrimage tourism – 20%;
- ecotourism – 15%;
- gastronomic – 10%;

-others – 15%.

$$HHI = 0.4^2 + 0.2^2 + 0.15^2 + 0.1^2 + 0.15^2$$

$$HHI = 0.16 + 0.04 + 0.0225 + 0.01 + 0.0225 = 0.255$$

If $HHI < 0.3$, the level of diversification is considered high, indicating that the tourism industry is not dependent on one direction.

Tourism Multiplier Effect (Tourism Multiplier Effect – TME)

$$TME = \frac{1}{1 - MPC}$$

Here:

MPC - marginal share directed towards local consumption.

If $MPC = 0.6$:

$$TME = \frac{1}{1 - 0.6} = 2.5$$

This means that every \$1 invested in tourism generates \$2.5 in turnover in the economy. If the share of local services (agritourism, handicrafts) increases through diversification, the MPC indicator will increase and the multiplier effect will increase.

Seasonality Index (SI)

$$SI = \frac{\sigma}{\bar{X}}$$

Here:

σ - standard deviation of the number of tourists per month,

$\bar{X}$ average monthly figure.

If the SI is above 0.3, seasonality is considered strong. SI was expected to decrease through diversification (medical, domestic tourism).

Efficiency Ratio (ER)

$$ER = \frac{TR}{I}$$

Here:

TR - income,

I - investment volume.

If \$1 billion is invested in tourism infrastructure in 2023:

$$ER = \frac{3.52}{1} = 3.52$$

This means that for every \$1 invested, \$3.50 of income was generated.

Further calculations show the following results:

As the number of tourists increases, a strategy to increase spending per tourist is important.

The share of tourism in GDP has a growing trend.

The HHI index indicates a high level of diversification.

The multiplier effect makes tourism a driving force in the economy.

Reducing the seasonality coefficient is an important indicator of diversification effectiveness.

Thus, it has been scientifically proven that diversifying tourism types not only increases the number of tourists, but also provides effectiveness by improving economic efficiency, sustainability, and the quality of management.

4. Conclusion

Diversification of tourism types in Uzbekistan has become a key strategic direction for the development of the sector in recent years. The positive dynamics observed in the number of tourists, the volume of tourism services exports, and the sector's share in GDP during 2020-2024 confirm the economic effectiveness of the diversification policy.

First, the post-pandemic recovery is not only explained by a natural market reaction, but also by the expansion of tourism products, visa liberalization, the creation of new tourist routes, and the improvement of infrastructure. The growth coefficients and revenue dynamics calculated based on the formulas showed that diversification is an important factor in ensuring the stability of the industry.

Secondly, the analysis of the diversification index (HHI) showed that the tourism industry is not dependent on one direction, that is, while cultural and historical tourism

remains the leader, the share of such directions as pilgrimage, ecotourism, gastronomic and agrotourism is increasing. This situation serves to reduce the impact of external shocks and increase the stability of the industry.

Third, the average revenue per tourist contribution allowed us to assess the qualitative aspect of diversification. While the growth in the number of tourists is important, increasing their spending and increasing the share of high-value-added services (medical tourism, special tours, premium services) is a strategic task for the future.

Fourth, the multiplier effect of tourism has had a positive impact on other sectors of the economy. The tourism sector stimulates regional economic development by activating transport, trade, agriculture, crafts and services. In particular, agritourism and ecotourism play an important role in providing employment in rural areas and increasing the income of the population.

Fifth, measures aimed at reducing the seasonality coefficient further increase the practical importance of diversification. Stabilizing tourist flows throughout the year ensures the efficient use of resources in the hotel industry and service sectors. This has a positive impact on economic stability.

At the same time, the research results also revealed the following problems and development opportunities:

1. The need to bring the quality of tourism services into line with international standards;
2. Improve the system of personnel training and advanced training;
3. Balanced development of regional infrastructure;
4. Wide use of digital technologies and marketing tools;
5. Implementation of a unified system of monitoring indicators to assess the effectiveness of diversification.

The following strategic directions will be of great importance in the future development of tourism:

1. Creating integrated tourist products (for example, complex itineraries in the "cultural + gastronomic + craft" format).
2. Establish specialized tourism clusters for each region.
3. Attracting investments based on public-private partnerships.
4. Introduction of sustainable tourism principles (ecological balance, ensuring the participation of local residents).
5. Accelerating digital transformation in the tourism sector.

In general, diversification of tourism types is of strategic importance for the economy of Uzbekistan, which is an important factor in ensuring economic growth, regional stability and international competitiveness. Scientific calculations and statistical analyses show that the diversification policy is yielding results, but to further increase its effectiveness, it is necessary to comprehensively improve the management system, strengthen the quality-oriented strategy and ensure the principles of sustainable development in practice.

Thus, this study made it possible to evaluate the diversification of tourism types not only as a means of economic growth, but also as an important component of the national development strategy.

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