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Conceptual Model of Domestic Tourism Diversification in Uzbekistan and Improvement of Digital Management Mechanisms

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Abstract: The article investigates the theoretical and methodological foundations of domestic tourism diversification in the Republic of Uzbekistan and the issues of its development based on modern digital management mechanisms. The role of domestic tourism in the national economy, its impact on regional economic development, its importance in expanding the services market, and its function in shaping new tourism products are evaluated using a comprehensive approach. State policy on tourism sector development, modernization of domestic tourism infrastructure, ensuring ecological sustainability, and digital transformation processes are analyzed as an interconnected system. Furthermore, the importance of the environmental taxation system in sustainable tourism development and the concept of the "HR-Dashboard" digital platform developed for tourism enterprises are scientifically substantiated. It is demonstrated that this platform, based on artificial intelligence, Big Data, GIS technologies, predictive analytics, and real-time monitoring, creates opportunities to increase the management efficiency of tourism enterprises. It is proven that the implementation of the platform can improve decision-making efficiency by 30–40%, reduce operational costs by 25–35%, and increase forecasting accuracy up to 85–90%.

Keywords: domestic tourism, diversification, tourism services, digital transformation, HR-Dashboard, artificial intelligence, sustainable tourism, environmental taxes, recreation, tourism clusters.

1. Introduction

In recent years, the rapid development of the services sector in the global economy has led to tourism becoming one of the strategic drivers of economic growth. Particularly in the post-COVID-19 pandemic period, the development of domestic tourism in many countries is viewed as one of the primary directions for economic recovery. Domestic tourism is an essential tool not only for increasing employment but also for developing regional economies, supporting small businesses, expanding services export, and modernizing local infrastructure.

In Uzbekistan, tourism has also become a critical area of state policy as one of the priority sectors of the economy. In recent years, large-scale reforms have been implemented to develop tourism infrastructure, construct new hotels, modernize the transport system, effectively utilize the tourism potential of regions, and improve the quality of services [1,2]. The President has set strategic tasks to increase the services market market volume to over 100 billion USD, reach 20 million foreign tourists, and fundamentally modernize tourism infrastructure by 2026.

Citation: Abdusattarovich M. B. Conceptual Model of Domestic Tourism Diversification in Uzbekistan and Improvement of Digital Management Mechanisms. Central Asian Journal of Innovations on Tourism Management and Finance 2026, 7(4), 120-132.

Received: 10th Apr 2026

Revised: 21st May 2026

Accepted: 08th June 2026

Published: 22th July 2026



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However, a number of systemic problems persist in the development of domestic tourism. Specifically, the limited variety of tourism products, uneven regional development of services, high seasonality, insufficient implementation of digital management systems, and the lack of full integration of ecological sustainability principles into management processes are the main factors reducing the competitiveness of domestic tourism[3,4]. Therefore, diversifying tourism, creating new types of services, expanding recreation and ecotourism, and developing digital management mechanisms are becoming scientifically and practically urgent issues.

Statistical data indicate the formation of positive trends in this direction. In particular, during the period of 2020–2025, the number of tourism companies and organizations increased from 1,502 to 4,348, and the volume of tourism services rose from 0.45 trillion UZS to 2.20 trillion UZS. The growth in the number of hotels and accommodation facilities during the same period demonstrates the rapid development of tourism infrastructure[5.6]. At the same time, the uneven distribution of tourism potential among regions requires the formulation of new conceptual approaches to domestic tourism diversification.

In the modern economy, digitalization is one of the most critical factors in domestic tourism management. Artificial intelligence, Big Data, geographic information systems (GIS), cloud technologies, and predictive analytics enable forecasting tourism flows, analyzing tourist behavior, assessing the tourism potential of regions, and optimizing management decisions[7]. The HR-Dashboard platform, developed on the basis of these technologies, creates new opportunities for tourism enterprises to conduct real-time monitoring, evaluate staff performance, effectively utilize resources, and enhance service quality.

The main purpose of this study is to formulate a conceptual model for domestic tourism diversification in Uzbekistan and to develop the scientific and methodological foundations for improving digital management mechanisms.

To achieve this goal, the following objectives were set:

- To systemize the theoretical foundations of domestic tourism diversification;
- To statistically evaluate the development trends of the tourism sector in Uzbekistan;
- To determine the impact of ecological factors on domestic tourism development;
- To scientifically substantiate the concept of the HR-Dashboard digital platform for tourism enterprises;
- To develop practical recommendations for utilizing artificial intelligence and digital technologies in domestic tourism management.

The scientific hypothesis of the study states that the comprehensive implementation of digital management technologies, ecological sustainability principles, and regional tourism clusters in the process of domestic tourism diversification significantly increases the quality of tourism services, regional competitiveness, and economic efficiency.

Thus, by comprehensively analyzing the modern conceptual model of domestic tourism diversification, its institutional and digital mechanisms, and practical results, this article contributes to the advancement of scientific research in tourism economics.

In recent years, the issue of domestic tourism diversification has become one of the most pressing areas of scientific research in tourism economics, regional development, and the modernization of the services sector. Particularly in the post-COVID-19 pandemic period, the role of domestic tourism in ensuring economic stability has significantly increased. For this reason, scientific literature pays special attention to the diversification, digitalization, ecological sustainability, and innovative management mechanisms of domestic tourism.

The theoretical foundations of tourism economics began to form in the second half of the 20th century. Jafari evaluated tourism as a multidisciplinary socio-economic system and substantiated the close interconnectedness of its economic, social, and ecological components[8]. This approach stands as one of the methodological foundations of the sustainable tourism concept today.

The Tourism Area Life Cycle (TALC) model developed by Butler describes the development stages of tourist destinations. According to the scholar, the long-term competitiveness of tourism destinations is determined by creating new tourism products and continuously diversifying services [8]. This theory is widely applied in the development of domestic tourism strategies.

Regarding the application of the economic theory of diversification to tourism, Ansoff scientifically substantiated that product and market diversification increases the competitive advantage of enterprises[9]. This approach serves as an important theoretical foundation for expanding tourism services, creating new recreational destinations, and innovatively developing tourism products.

In recent years, experts from the OECD and UN Tourism (formerly UNWTO) have evaluated diversification as an essential instrument for regional economic development. In their view, expanding the structure of tourism services, shaping new service types, and effectively utilizing local resources ensure the sustainable growth of regional economies[10].

Digital transformation issues constitute a primary direction in modern tourism research. Buhalis scientifically substantiated that digital technologies are fundamentally changing tourism business models, and that artificial intelligence, Big Data, cloud technologies, and geographic information systems significantly increase the management efficiency of tourism enterprises[11]. According to the author, digitalization expands the opportunities to provide personalized services to tourists.

Gretzel and co-authors developed the "Smart Tourism" concept, demonstrating the importance of digital platforms, mobile applications, IoT, and artificial intelligence technologies in improving the quality of tourism services. The researchers place particular emphasis on the strategic importance of real-time data collection and analysis in tourism management.

Regarding ecological sustainability issues, World Bank and UNEP reports recognize environmental taxes, green investments, and the rational use of natural resources as critical factors ensuring the long-term development of tourism[12,13,14]. These approaches indicate the necessity of improving ecological management mechanisms in domestic tourism development.

Local economists have also studied various aspects of tourism development in Uzbekistan. Their research analyzes the modernization of tourism infrastructure, improvement of service quality, formation of regional tourism clusters, attraction of investments, and state support mechanisms [15].

However, existing scientific works do not sufficiently cover the issues of comprehensive domestic tourism diversification through digital management platforms, HR analytics, AI-based management systems, real-time monitoring, and predictive analytics. Specifically, the number of scientific developments related to assessing tourism potential across regions, forecasting tourist flows, monitoring personnel capacity, and automating management decisions remains limited.

This study is aimed at developing a conceptual model for domestic tourism diversification in Uzbekistan and formulating the scientific and methodological foundations for improving digital management mechanisms. The research methodology is based on system, institutional, comprehensive, and digital transformation approaches. Domestic tourism is viewed as a complex socio-economic system, and the economic,

ecological, infrastructural, institutional, and technological factors influencing its development are analyzed in an interconnected manner[16].

The study utilizes methods of scientific cognition, including induction and deduction, analysis and synthesis, comparative analysis, system analysis, statistical grouping, time-series analysis, economic-mathematical modeling, and expert evaluation methods. These methods enabled the assessment of the current state of domestic tourism development, the identification of key trends, and the substantiation of future development directions[17,18,19].

The concept of domestic tourism diversification was formulated based on the principles of expanding the structure of services, creating new tourism products, effectively utilizing the tourism potential of regions, and digitalizing management processes. Within this framework, the economic efficiency of tourism was evaluated in harmony with ecological sustainability and innovative management.

Object and Subject of the Research

The **object** of the research is the domestic tourism market of the Republic of Uzbekistan, tourism firms and organizations, recreational areas, and tourism infrastructure.

The **subject** of the research consists of the economic relations formed in the process of domestic tourism diversification, digital management mechanisms, ecological factors, and the institutional development processes of the services market.

Information Base of the Research

The information base of the research comprises the following sources:

- Decrees and resolutions of the President of the Republic of Uzbekistan;
- Data from the Tourism Committee of the Republic of Uzbekistan[20];
- Statistical collections of the National Statistical Committee[21];
- The World Bank [22];
- UN Tourism (UNWTO);
- OECD;
- Scientific articles and monographs[23,24];
- The conceptual model developed by the author;
- Statistical tables prepared for the research.

Table 1. Key Performance Indicators of Tourism Companies and Organizations across Economic Regions of Uzbekistan.

Year	Number of Tourism Companies and Organizations	Volume of Tourism Services (trillion UZS)	Number of Foreign Tourists (millions)	Number of Hotels and Accommodation Facilities
2020	1,502	0.45	1.5	1,126
2021	1,875	0.82	1.9	1,308
2022	2,356	1.15	5.2	1,542
2023	3,102	1.56	6.6	1,771
2024	3,686	1.92	8.0	2,145
2025	4,348	2.20	11.7	6,861

Table 2. Indicators of Environmental Taxation under Domestic Tourism Diversification in the Republic of Uzbekistan.

Indicator	Value
Share of environmental taxes in GDP within the tourism sector, %	0.8%
Share of environmental taxes in total tax revenues, %	3.2%
Investments in ecological projects funded by tax revenues, million USD	250
Number of enterprises paying environmental taxes, units	1,200
Tax rate on income generated from natural resource utilization, %	10.0%

The statistical data presented in the tables above, including the number of tourism organizations, the volume of tourism services, the number of hotels during the period of 2020–2025, environmental taxes, and the concept of the HR-Dashboard digital platform, formed the primary empirical base of this research.

2. Methodology

Research Methods

The following scientific methods were applied during the study:

Statistical Analysis

The dynamics of changes in the volume of tourism services, the number of tourism organizations, the flow of foreign tourists, and the number of hotels were evaluated using the time-series method.

The growth rate was calculated using the following formula:

$$T = \frac{Y_t}{Y_{t-1}} * 100$$

where:

Y_t – indicator of the current year;

Y_{t-1} – indicator of the baseline year.

Absolute increase:

$$\Delta Y = Y_t - Y_{t-1}$$

Comparative Analysis

Disparities in tourism development across regions were assessed using the comparative analysis method. The number of tourism organizations, the volume of services, and the number of hotels were selected as the primary criteria for this evaluation.

System Analysis

Domestic tourism was examined as a unified system comprising the following elements:

- Tourism resources;
- Transport infrastructure;
- Hotels and accommodation facilities;
- Service enterprises;
- State administration;
- Ecological factors;
- Digital platforms;
- Tourist flows.

The interconnectedness of these components was analyzed on the basis of a conceptual model.

Content Analysis

Presidential decrees, state programs, reports of international organizations, and scientific literature were studied using the content analysis method.

Conceptual Model

In this study, domestic tourism diversification was implemented based on the following conceptual model.

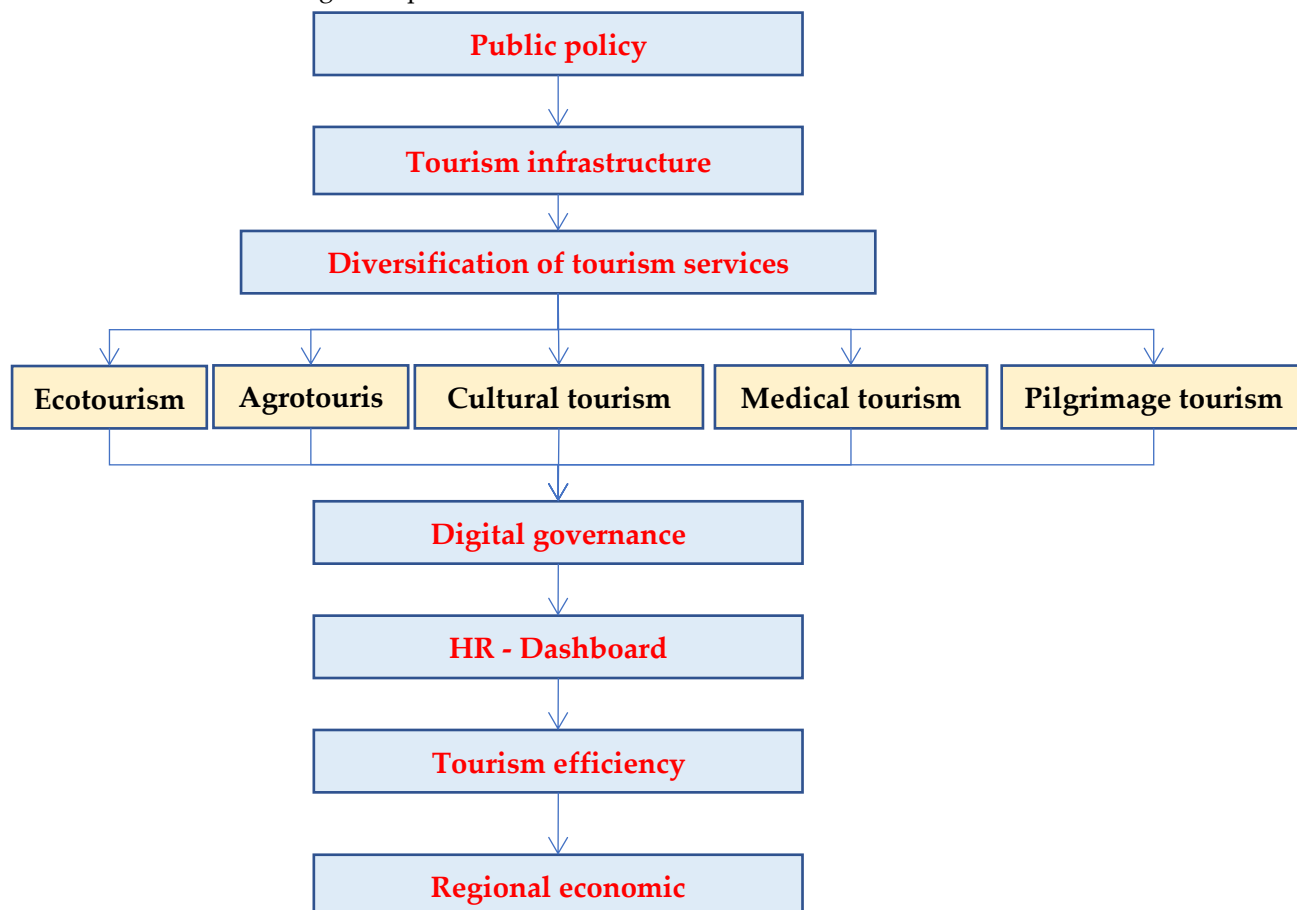


Figure 1. Conceptual model of domestic tourism diversification.

This model represents the integration of economic, ecological, and digital factors in the development of domestic tourism.

The HR-Dashboard platform proposed in this study consists of the following modules:

- AI/ML-based forecasting;
- GIS mapping;
- CRM data;
- ERP systems;
- Booking platforms;
- KPI monitoring;
- Real-time monitoring;
- Predictive analytics;
- Dashboard visualization.

The operational algorithm of the platform includes the following stages:

1. Data collection;
2. Data cleaning;
3. Integration;
4. Artificial intelligence analysis;
5. Forecasting;
6. Visual dashboard creation;
7. Management decision-making.

This platform serves to conduct real-time monitoring, forecast tourist flows, evaluate service quality, and manage personnel performance in tourism enterprises.

Research Algorithm

The study was conducted in the following sequence:

- **Stage 1.** Study of the problem and scientific literature.
- **Stage 2.** Statistical data collection.
- **Stage 3.** Analysis of tourism indicators.
- **Stage 4.** Evaluation of ecological and institutional factors.
- **Stage 5.** Development of the HR-Dashboard conceptual model.
- **Stage 6.** Analysis of results and formulation of scientific conclusions.

Scientific Reliability of the Research

The reliability of the research results was ensured by:

- The use of official statistical data;
- Comparison with data from international organizations;
- The application of time-series and comparative analysis methods;
- Comprehensive assessment based on a system approach;
- Harmonizing the conceptual model developed by the author with existing scientific approaches.

As a result, the developed methodology enables the evaluation of economic, ecological, and digital aspects of domestic tourism diversification within a unified system, serving as a methodological foundation for scientifically substantiating the empirical results presented in the next section.

3. Research Results

Modern Trends in Domestic Tourism Diversification in Uzbekistan

The research results show that in recent years, as a result of state support for the tourism sector, infrastructure modernization, and increased investment activity in Uzbekistan, favorable economic conditions are taking shape for domestic tourism diversification. Strategic tasks set by the President to develop tourism infrastructure, integrate cultural heritage sites into the modern tourism system, expand the hotel industry, and improve transport services have strengthened the institutional foundations of domestic tourism development.

As a result of these reforms, new business entities have commenced operations in the tourism services market, the assortment of services has expanded, and the diversification of tourism products has intensified. However, significant disparities in tourism potential and service quality persist among regions. This requires the development of new conceptual mechanisms for regional domestic tourism development.

Analysis of Key Performance Indicators of Tourism Companies and Organizations

One of the critical findings of the study was identifying a stable growth trend in tourism sector indicators during the 2020–2025 period.

According to the data in Table 3, during 2020–2025:

Indicator	2020	2025	Growth
Number of tourism companies and organizations	1502	4348	2.9 times
Volume of tourism services (trillion soums)	0.45	2.20	4.9 times
Foreign tourists (million)	1.5	11.7	7.8 times
Hotels and accommodation facilities	1126	6861	6.1 times

Calculations indicate that the volume of tourism services increased by approximately 389 percent over the five-year period, while the number of tourism enterprises rose by 189 percent. This confirms the efficacy of the institutional reforms implemented by the state in the tourism sector[25].

Furthermore, the more than sixfold increase in the number of hotels and accommodation facilities demonstrates that the material and technical base of domestic tourism has been significantly strengthened. The development of accommodation infrastructure expands the opportunities for the regional diversification of tourism services.

The growth in the volume of tourism services is explained not only by the increasing number of tourists but also by the expansion of the service structure, as well as the development of new tourism itineraries, recreational services, cultural tourism, gastronomic tourism, and ecotourism products.

Analysis of Regional Development

Analyses show that tourism development across the regions of the country remains unevenly distributed. According to the data:

- The Tashkent economic region serves as the primary hub where the majority of tourism companies and organizations are concentrated;
- Tashkent accounts for approximately 59 percent of all services provided to visitors;
- The Zarafshon economic region leads in terms of the number of hotels.

This situation indicates that the utilization rate of regional tourism potential is inconsistent. In particular, the insufficient development of tourism infrastructure in certain regions with high recreational potential remains one of the primary constraints limiting domestic tourism diversification. Therefore, applying a regionally differentiated approach to tourism management is highly appropriate.

Impact of Ecological Factors on Domestic Tourism Development

Ensuring ecological sustainability stands as a crucial direction for domestic tourism diversification. According to the data in Table 2:

- The share of environmental taxes in GDP is 0.8%;
- Their share in total tax revenues is 3.2%;
- 250 million USD has been allocated for investment in ecological projects;
- The number of enterprises paying environmental taxes stands at 1,200;
- The tax rate on the utilization of natural resources is 10%.

These results demonstrate that environmental management instruments are becoming vital economic tools for sustainable tourism development. Environmental taxes act to:

- Stimulate the rational use of natural resources;
- Protect recreational areas;
- Increase green investments;
- Accelerate the development of ecotourism.

Consequently, domestic tourism diversification must be inherently integrated with ecological policy.

Economic Importance of Recreational Resources

The research findings indicate that recreational resources constitute a core component of domestic tourism. The ecotourism potential of the Ugam–Chatkal, Zaamin, and Durmon national parks is extensive. Due to their biodiversity, natural landscapes, and recreational capabilities, these areas serve as an essential resource base for diversifying domestic tourism.

The analysis demonstrated that:

- Organizing new ecotourism itineraries in national parks;
- Developing agro-ecotourism;
- Introducing ecological education services;
- Increasing employment opportunities for the local population;
- collectively enable a significant increase in the economic efficiency of domestic tourism [26].

Practical Results of the HR-Dashboard Digital Platform

The primary scientific outcome of this study is the conceptual HR-Dashboard platform designed for tourism enterprises. Based on the data, the functional capabilities of the platform include:

- AI/ML-based forecasting of tourist flows;
- Integration with CRM and ERP systems;
- GIS technologies;
- KPI monitoring;
- Real-time dashboards;
- Predictive analytics;
- Automated recommendation systems;
- Virtual training and AR/VR technologies;
- Mobile services and chatbots.

The results indicate that the implementation of the platform yields the following outcomes:

Table 3. Growth of Key Tourism Indicators in Uzbekistan (2020–2025).

Indicator	Expected Outcome
Decision-making efficiency	30–40% increase
Reduction in operational costs	25–35% decrease
Forecasting accuracy	85–90%
Growth in tourist flows	30–40%
Service quality	Significantly improved
Level of digitalization	High

Table 4. Expected Performance Improvements after HR-Dashboard Implementation.

Indicator	Expected Outcome
Decision-making efficiency	30–40% increase
Reduction in operational costs	25–35% decrease
Forecasting accuracy	85–90%
Growth in tourist flows	30–40%
Service quality	Significantly improved
Level of digitalization	High

These metrics demonstrate that artificial intelligence technologies generate substantial economic returns in tourism management.

Synthesized Analysis of Research Results

Based on the synthesis of the obtained results, the following scientific conclusions have been reached:

1. Economic and institutional conditions for domestic tourism diversification in Uzbekistan are improving significantly.
2. The dynamics of tourism service volumes, the number of hotels, and the growth of tourism enterprises confirm steady expansion in the sector.
3. Disproportionate regional development necessitates new mechanisms in domestic tourism management.
4. Environmental management instruments are becoming critical factors in driving ecotourism development.
5. The HR-Dashboard concept holds practical significance as an innovative management tool that accelerates the digital transformation of tourism enterprises.
6. Management systems based on artificial intelligence, GIS, Big Data, and predictive analytics allow for a substantial increase in the efficiency of domestic tourism diversification.

Thus, the research findings scientifically confirm that the conceptual model of domestic tourism diversification must be formed upon the integration of economic, ecological, and digital management factors. This approach serves as an important theoretical and practical foundation for ensuring the long-term competitiveness and sustainable development of Uzbekistan's tourism sector

4. Discussion

The results of this study indicate that the process of domestic tourism diversification in Uzbekistan is closely linked not only to an increase in the volume of tourism services but also to the modernization of management systems, ensuring ecological sustainability, and the widespread implementation of digital technologies. When comparing the obtained results with international scientific research and practical experiences, certain specific characteristics unique to the conditions of Uzbekistan were identified, despite similarities in general trends.

Firstly, a consistent growth in the number of tourism organizations, the volume of tourism services, and accommodation facilities was observed during the study for the period of 2020–2025. These results confirm the active development of the domestic tourism market. At the same time, statistical data reveal an uneven development of tourism infrastructure across regions. In particular, it was determined that the majority of tourism organizations and service volumes are concentrated in the Tashkent economic region, while the tourism potential in certain other regions remains insufficiently utilized. This highlights the necessity of further strengthening regional diversification policies.

These findings validate the Tourism Area Life Cycle (TALC) theory developed by Butler. According to this theory, the long-term competitiveness of tourist destinations is ensured through creating new types of services, modernizing infrastructure, and regularly diversifying products. In the context of Uzbekistan, establishing new tourism destinations, effectively utilizing recreational resources, and developing specialized tourism clusters across regions emerge as the primary factors ensuring the sustainable growth of domestic tourism.

Secondly, the research results showed that ecological factors are gaining increasingly critical importance in domestic tourism development. Environmental taxes, the rational utilization of natural resources, and green investments manifest as economic instruments for ecotourism development. The indicators regarding environmental taxation presented in the study demonstrate that institutional mechanisms are taking shape to ensure the ecological sustainability of tourism.

These results align with the sustainable tourism concept put forward by the World Bank, OECD, and UN Tourism. These organizations have scientifically substantiated that environmental management instruments enhance the long-term economic efficiency of tourism. From this perspective, improving the environmental taxation system, protecting recreational areas, and expanding "green" tourism investments must be among the priority directions for domestic tourism diversification in Uzbekistan.

Thirdly, one of the most critical scientific outcomes of this study is the development of the HR-Dashboard digital platform concept for tourism enterprises. This platform enables the integration of artificial intelligence, Big Data, geographic information systems (GIS), CRM and ERP systems, and predictive analytics within a single unified management environment. The platform creates opportunities to monitor tourist flows in real time, evaluate service quality, analyze personnel capacity, and optimize management decisions. The document demonstrates that the implementation of this platform can improve decision-making efficiency by 30–40%, reduce operational costs by 25–35%, and increase forecasting accuracy up to 85–90%.

These findings correspond to the "Smart Tourism" concept advanced by Buhalis and Gretzel. In their research, digital platforms, artificial intelligence, and real-time monitoring are evaluated as a new stage in tourism management. However, the HR-Dashboard model proposed in this article differs from existing approaches, as it encompasses not only tourist flows but also human resource management, service quality monitoring, regional workload assessment, and strategic planning.

Fourthly, the research results show that domestic tourism diversification is not limited merely to creating new tourism products. The diversification process requires developing transport infrastructure, the hotel industry, digital services, craftsmanship, gastronomic tourism, agritourism, medical tourism, and pilgrimage tourism as a unified regional system. Applying a cluster approach, particularly in regions rich in recreational resources, allows for expanding the tourism services value chain and accelerating regional economic development.

Additionally, a number of factors negatively affecting domestic tourism development were identified during the study. These include:

- Infrastructure disparities among regions;
- Seasonality of tourism services;
- Underdevelopment of digital infrastructure in certain areas;
- Shortage of qualified personnel;
- Absence of a unified system for monitoring service quality.

To address these problems, it is advisable to establish regional tourism clusters, introduce AI-based management systems, increase the share of digital services, and expand public-private partnership mechanisms.

Another crucial aspect of the study is that it examines domestic tourism diversification as an integration of economic, ecological, and digital transformation processes. While these factors are often studied separately in existing scientific literature, they were analyzed within a single unified conceptual model in this research. This defines the scientific novelty of the article.

Overall, the discussion results indicate that the prospective efficiency of domestic tourism diversification in Uzbekistan depends on three strategic directions:

1. **Regional diversification** – balanced development of tourism resources across economic regions;
2. **Digital transformation** – modernizing the management system based on artificial intelligence, GIS, Big Data, and HR-Dashboard platforms;
3. **Sustainable development** – expanding environmental management, protecting recreational resources, and increasing "green" investments.

The comprehensive implementation of these directions will serve to increase the competitiveness of domestic tourism services, accelerate regional economic development, and ensure the long-term sustainable growth of Uzbekistan's tourism sector.

This study is dedicated to investigating the theoretical and methodological foundations of domestic tourism diversification in the Republic of Uzbekistan, its current development trends, and the issues of improving digital management mechanisms using a comprehensive approach. During the research, the development dynamics of the tourism services market, ecological factors, recreational resources, and the role of modern digital technologies in developing domestic tourism were scientifically analyzed.

The obtained results demonstrate that as a result of institutional reforms implemented to develop the tourism sector in our country in recent years, a significant growth is observed in the volume of tourism services, the number of tourism enterprises, and accommodation facilities. Specifically, during the period of 2020–2025, the volume of tourism services increased nearly fivefold, the number of tourism organizations grew approximately threefold, and hotels and accommodation facilities expanded more than sixfold, indicating that a solid economic foundation is being formed for domestic tourism development. At the same time, the uneven development of tourism potential and infrastructure across regions remains one of the most pressing challenges in domestic tourism diversification.

The study also substantiated that environmental factors are an integral component of the sustainable development of domestic tourism. Environmental taxes, rational use of natural resources, protection of recreational areas and expansion of "green" investments were assessed as important economic instruments for the development of ecotourism. In particular, it was determined that the effective use of the recreational potential of the Ugom-Chatqol, Zamin and Dormon national parks is one of the promising areas for diversifying domestic tourism services.

5. Conclusion

This study developed a conceptual model for domestic tourism diversification in Uzbekistan by integrating economic, ecological, and digital management approaches. The findings indicate that institutional reforms have significantly improved tourism infrastructure, service capacity, and regional tourism development, while considerable regional disparities still remain. The proposed HR-Dashboard platform, which integrates artificial intelligence, Big Data, GIS, CRM, ERP, predictive analytics, and real-time monitoring, provides an innovative framework for improving managerial efficiency, forecasting tourism demand, and enhancing service quality. The study demonstrates that combining digital transformation with sustainable tourism principles and regional diversification can strengthen the competitiveness of Uzbekistan's domestic tourism sector.

and support its long-term sustainable development. The proposed framework also provides practical guidance for policymakers and tourism enterprises seeking to modernize tourism management through data-driven decision-making.

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