CENTRAL ASIAN JOURNAL OF INNOVATIONS ON TOURISM MANAGEMENT AND FINANCE

https://cajitmf.centralasianstudies.org/index.php/CAJITMF

Volume: 06 Issue: 01 | January 2025 ISSN: 2660-454X

Article

Developing Smart Governance Model in Tourism Destination: Evidence from Samarkand

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Abstract: This study investigates the development of a smart governance model for tourism in Samarkand, focusing on optimizing resources and enhancing collaboration between stakeholders. Addressing gaps in understanding digital transformation in regional tourism management, the research employs Importance-Performance Analysis (IPA) and I-P mapping to assess strategic elements critical to smart tourism. Findings reveal key dimensions, such as public-private cooperation, technological adoption, and sustainable practices, which significantly impact the tourism sector's efficiency. The results underscore the necessity for targeted policy and technological innovations to advance smart governance and enhance the competitiveness of Samarkand as a smart tourism destination.

Keywords: Smart Destination Model, Automatic Data Acquisition, Repetitive Tasks Of Tourism Organizations, Big Data

1. Introduction

A smart tourism destination model requires the adoption of innovative management strategies and approaches [1]. The development of a smart tourism destination model influences positively both the lifestyle of host communities and tourist expectation and satisfaction [2] providing the destination with a competitive advantage [3]. The implementation of smart destination model implies the collaborative actions of different stakeholders in the particular area. Although the government is a key stakeholder for adopting this model, which requires innovative managerial approaches and digital transformation of tourism companies providing tourism services and public organizations [4]. The perceived usefulness of tourism companies through adopting a smart destination model influences positively on their intention to join and support for it [5]. In the digital era, taking into account that the management and analysis of a quantitatively large and complex database with traditional software tools does not give the expected effective result, it is necessary to search, store, share, image copies of a large amount of data. R. Baggio, R. Micera, and G. Del Chiappa researched the fact that technology is a necessary element to establish a high level of basic organizational and practical processes and to achieve a certain level of efficiency [6].

Literature Review

Scientific studies on the use of information and communication technologies in the optimal management of the tourism industry in the conditions of the digital economy began to be published on a large scale since the 2000s. And a new term has entered the

Citation: Kizi, Y. T. L. Developing Smart Governance Model in Tourism Destination: Evidence from Samarkand. Central Asian Journal of Innovations on Tourism Management and Finance 2025, 6(1), 20-25.

Received: 15th Nov 2024
Revised: 20th Dec 2024
Accepted: 5th Jan 2025
Published: 23th Jan 2025

science - the term “smart tourism”. According to the scientific theory of Benckendorff, Xiang and Sheldon, scientists who have conducted scientific analyzes on tourism and information communication technologies, smart tourism is the collection, exchange and distribution of the latest real-life information to the public and private tourism organizations [7]. It is a technology opportunity that supports the use of sophisticated analytical and modeling techniques for decision making [8]. According to the scientific data provided by scientists Sigala, M. and Rahimi.R., who have conducted scientific activities in this field, smart tourism is a mutual resource and a large amount of information that connects all organizations and individuals operating in the field [9]. It is a new direction implemented with the help of technology and smart tools that enable the exchange of information and serve as a driving tool of the new digital economy [10]. The possibilities of information technology in the field of tourism can be explained by a model that includes the following elements: price, control, integration and communication [11]. S. Ivanov, U. Gretzel, K. Berezina, M. Sigala and C. Webster's scientific article notes that information technology reduces costs by increasing the speed and automatic monitoring repetitive tasks, for example calculation, payment processes increasing the effectiveness of controlling function over all processes and human resources implemented in tourist companies and state organizations engaged in special tourism activities [12]. Automatic data acquisition and quick analysis provide managers with the latest information about all departments and their work performance, which provides the ability to retrieve data and information technology strengthens the integrated communication between all departments and employees [13]. Internal and external information flow strengthens the interaction of tourism firms with suppliers [14]. According to Sigala and Marinidis, since the 1990s Internet has reshaped tourism by providing cheap and convenient web tools for all types of tourism organizations to advertise and sell their services globally [15]. Social networks are fundamentally changing the processes of searching, finding, reading information about tourist destinations and suppliers of tourism services and goods [16].

2. Materials and Methods

In the course of our research, we conducted a social survey among the government officials of 15 districts and cities of the Samarkand region, and in this part of our research, the "Importance-Performance analysis" (IPA) and I-P mapping are conducted. The topic of tourism management by government in the condition of digital economy has been thoroughly discussed by scientific communities. This research explores the potential of smart tourism management and the role of the collective sector in the development of tourism sector in the districts and cities of Samarkand region. A two-dimensional plot is used to determine the areas where should be focused.

Figure 1. Four quadrants.

This chart (figure 1) represents four quadrants (Q1-keep up the good work, Q2-relatively good, Q3-low priority, Q4-focus here) that help you to make rational decisions in the process of allocating limited resources. The IPA method introduced to the scientific community by Martilla and James is used in such contexts as tourism marketing, service quality assessment, and customer satisfaction [17]. The research questionnaire, including questions aimed at assessing the importance and performance of smart tourism destination management in order to develop the tourism industry, was conducted among the government officials of the districts and cities of the Samarkand region. The survey included 19 questions based on the elements of smart tourism management. A general classification of the elements of digital regulation of the tourism industry is presented in Table 1. The importance (1-not important at all, 5-very important) and the performance of smart tourism management(1-very poor, 5-excellent) were assigned to the survey questions by the respondents.

3. Results

Table 1. Analysis of variables: importance, performance, and statistical differences.

Variables	Importance		Performance		Difference		t-value	P-value
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation		
E1	3.937	1.181	3.250	0.930	0.687	1.701	1.616	0.126
E2	4.312	0.198	3.125	0.179	1.187	0.227	5.216	0.001
E3	4.500	0.516	3.625	0.885	0.875	0.806	4.341	0.006
E4	4.000	0.966	3.500	1.154	0.500	1.460	1.369	0.191
E5	4.250	0.856	2.750	0.856	1.500	1.211	4.954	0.002
E6	3.937	0.771	3.500	0.894	0.437	1.093	1.600	0.065
E7	3.937	0.771	0.325	0.774	0.687	1.400	1.963	0.130
E8	3.750	1.125	2.937	0.928	0.812	1.376	2.360	0.032
E9	4.062	1.123	3.000	1.414	1.062	2.205	1.927	0.073
E10	4.31	0.793	2.625	0.718	1.687	1.138	5.929	0.000
E11	3.437	0.813	2.312	1.195	1.125	1.543	2.914	0.010
E12	3.875	1.024	2.625	1.024	1.250	1.653	3.024	0.008
E13	3.562	1.412	2.687	0.946	0.875	1.962	1.783	0.094
E14	3.937	0.853	2.625	0.500	1.312	1.138	4.612	0.003
E15	4.062	1.123	2.687	0.946	1.375	1.500	3.666	0.002
E16	3.500	1.095	3.062	0.928	0.437	1.364	1.282	0.219
E17	0.325	1.125	3.187	1.806	0.062	1.806	0.138	0.891
E18	3.750	0.856	3.125	0.806	0.625	1.408	1.775	0.096

Elements: E1: Cooperation of government officials with investors and entrepreneurs in tourism sector; E2: Cooperation of entrepreneurs and investors in tourism sector; E3: Ensuring the participation of the general public in decision-making in the field of tourism; E4: Increasing the speed of adaptation of government officials to new technologies; E5:

Organizing new and interesting travel activities using technological innovations in tourism facilities; E6: Increasing the level of accuracy and periodicity of information related to the field of tourism; E7: Spending large amount of money on marketing and advertising activities; E8: Improving emergency management mechanisms: E9: Strengthening the practice of environmentally sustainable development; E10: Development of cooperation and personnel exchange programs with foreign tourism organizations, businessmen and investors; E11: Using artificial intelligence to provide fast and reliable information to tourists; E12: Strengthening cyber security measures; E13: Implementation of organizational transformation in destination management organizations; E14: Increasing the number of highly educated employees working in tourism sector; E15: Increasing tourist demand; E16: Providing financial assistance to tourist organizations to cover costs during off-season; E17: Creating a legal basis for the development of smart tourism destination; E18: Strengthening projects and initiatives to create smart destination model.

4. Discussion

Local authorities have sufficient resources to develop promising areas of economic activity. With the steady growth of tax revenues to local budgets, it is necessary to look for the most effective ways to maintain the growth rates of the economy of local budgets of the Republic of Uzbekistan. Maintaining the stability of tax revenue, treating taxpayers as a source of this stability, and effectively using modern management methods are today the priorities of the regional economy.

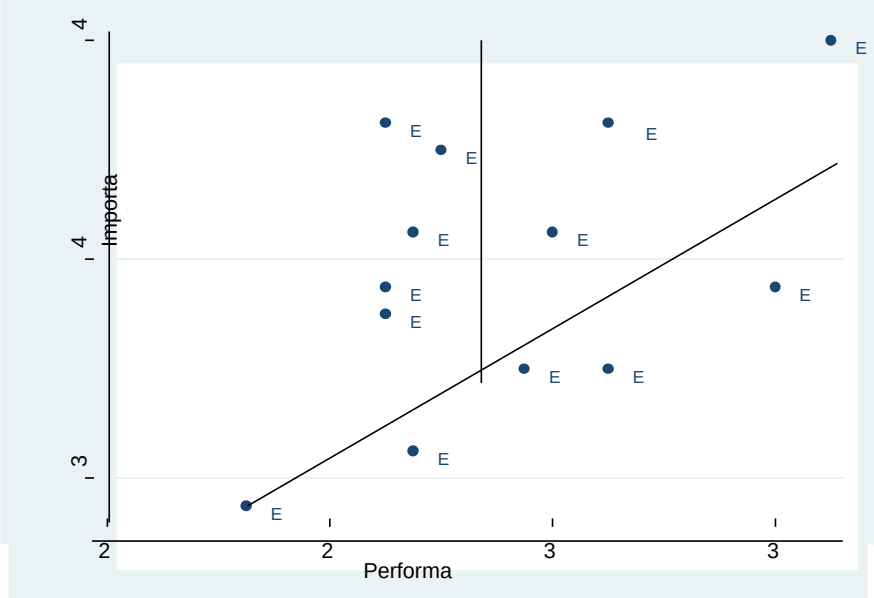

Figure 2. I-P mapping.

Elements of smart governance in tourism sector E1(cooperation of government officials with entrepreneurs and investors in tourism sector), E4 (increasing the adaptation to new technology of government officials),E7(allocating large amount of money to marketing and advertising activities), E16 (seasonal issues), E17 (creating legal basis for the development of smart tourism destination model) are proved as statistically insignificant. These five dimensions were removed from I-P mapping and other analyzes. According to the results of the paired sample t-test, the most important aspects of smart governance in tourism destination are E10 (development of cooperation and personnel exchange programs with foreign tourism organizations and investors), E14 (increasing the number of highly educated employees working in the tourism sector), E15 (increasing

tourist demand) is noted. The plot used in our scientific research divides the elements of smart governance in tourism sector into four main parts, using the axes that determine the average indicators of the importance and performance of development, generated from the results of the t-test. Several elements, including E8 (improving emergency management mechanisms), E11 (using artificial intelligence to provide fast and reliable information to tourists), E13 (implementation of organizational changes in destination management organizations), E14 (increasing the number of highly educated employees working in tourism sector), E18 (strengthening projects and initiatives to create smart tourism destination) is located below the Iso-priority line.

The IP mapping analysis places three of the thirteen elements of digital control in the first quadrant (keep up the good work), three more in the second quadrant (relatively good), four dimensions in the third quadrant (low priority), and the remaining three elements in the fourth quadrant (focus here). It can be seen that E2, E3 and E15 related to the cooperation of tourism entrepreneurs and investors, ensuring the participation of public in the process of decision making in the tourism industry and increasing tourism demand belong to the first quadrant; I-P mapping shows that E8, E14 and E18 related to strengthening projects and initiatives to improve emergency management mechanisms, increasing the number of highly educated employees working in tourism sector belong to the second quadrant (relatively good); low priority quadrant includes E6 (increasing the level of accuracy, periodicity and precision of the tourism database), E11 (using artificial intelligence to provide fast and reliable information to tourists), E12 (strengthening cyber security measures) and E13 (implementing organizational transformation in destination management organizations). E5 (introduction of new and interesting activities using technological innovations in tourist facilities), E9 (environmentally sustainable development practices) and E10 (strengthening cooperation and personnel exchange programs with foreign tourism organizations and investors) belong to the fourth quadrant (focus here). Based on the conducted scientific analysis, taking into account that these elements belonging to the fourth quadrant may hinder the development of the tourism sector of Samarkand region, it is necessary to include the measures related to smart governance in tourism sector in the future.

5. Conclusion

This study provides several implications with regard to the management of smart tourism destinations. First, the results identifies the key factors of smart tourism destination approach, which requires highlighting the positive sides of organizational and technological innovation in smart tourism destinations. In this regard, it is suggested to focus on undertaking the communication campaigns on strengthening smart tourism destination model with public and private organizations including technological, organizational, legal and ecological advances and improvements in collaboration, sustainability, market intelligence and decision-making process.

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