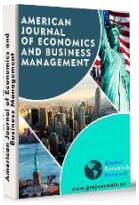

American Journal of Economics and Business Management

**Vol. 7 Issue** 12 | **pp.** 1629-1636 | **ISSN:** 2576-5973

**Available online @** https://www.globalresearchnetwork.us/index.php/ajebm

*Article*

# Improving The Management Mechanism for The Development of Sustainable Tourism in The Territory

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**Abstract:** This article shows the selection of the territory based on indicators of socio-economic development, geographical location and several other factors. In particular, indicators of different categories: a decrease in the number of tourists who intend to return; one that measures the pressure in the system, such as water scarcity; one that measures biodiversity and socio-economic impact, such as deforestation; indicators that give early warning signals, such as management work that measure the cost of cleaning for coastal pollution and the effects of management intervention, have been studied and recommended for fouling in practice.

**Keywords:** social tourism, influencing factors, innovation cluster, sociiu tourism cluster, tourist product, tourism market, cluster competitiveness, business environment and business uuritation characteristics, clusters competitiveness

## 1. Introduction

Unconventional measurement methods are becoming increasingly important due to the need for more concrete evidence that supports stakeholders at all levels in order to assess the impact of Tourism. There is due to the wide range of opportunities arising from digitization in the tourism sector, with the support of responsible management with the necessary information by filling in traditional data sources.

As a result of the huge attention given to sustainable tourism, its importance is increasing day by day: the demand for consumers (tourists) is increasing, suppliers of tourist services are providing new projects, and government and international organizations are introducing new measures for sustainable development in the field of Tourism.

First of all, what standards should sustainable tourism meet, what characteristics should it demonstrate, both the confidence of consumers and the success of entrepreneurs and the benefit of the local population, while being able to resist inappropriate claims? the question is waiting for its solution.

It is believed that tourism should contribute to sustainable development with integration with the natural, cultural and Human Environment and take into account its impact on cultural heritage and the traditional elements, activities and aspirations of the local community.

Stability indicators (indicators) today cause interesting controversy in politics, that is, a strong interest in the imitation of previous and current changes is increasing the

**Citation:** Rasulov Sh.A. Improving The Management Mechanism For The Development of Sustainable Tourism in The Territory American Journal of Economics and Business Management 2024, 7(12), 1629-1636.

Received: 10th Nov2024
Revised: 11th Nov 2024
Accepted: 24th Nov 2024
Published: 5th Dec 2024

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importance of applying more and more indicators. In addition to its basic function of quantification, indicators also evaluate opportunities and trends, provide information and have the characteristics of predicting future opportunities and trends, Early Warning.

Indicators of socio-economic development of the territory can be selected based on geographical location and several other factors. In particular, there are indicators of different categories: a decrease in the number of tourists who intend to return; measures pressure in the system, such as water shortages; measures biodiversity and socio-economic impact, such as deforestation; there are indicators that give early warning signals, such as management work, which measures the cost of cleaning for coastal pollution and the impact of management intervention. There is an opportunity to choose between them, taking into account the peculiarities of the territory.

The presence of reliable, accurate and comparable indicators brings the following advantages: warning of risks or reducing costs, promoting a more perfect decision; preventive measures by identifying problems; flexible management, the possibility of measuring effects; measuring the implementation of plans, anticipating deviations and promoting constant improvement; reduced planning errors; high transparency (accountability), the process of informing the public about development.

The International Tourism Organization argues that when choosing indicators, decision makers and stakeholders should work together and choose indicators that meet their goals for the impressive challenges of tourism to be considered.

Most indicator data must be easily accessible to the sector of each industry member or accessible through other government bodies (e.g. at the national level). The purpose of collecting information should be the process of gathering different sources of information together to create a detailed map of the tourist industry of the area.

Analysis of modern methods for assessing the sustainable development of regions shows that there are many approaches to assessing sustainability. These approaches differ mainly in the set of indicators, their grouping, methods of evaluating and generalizing the results. In the process of developing indicators of sustainable development of the territory, it is necessary to determine the approach in which the assessment of the stability of the territory is carried out. Currently, two methodological approaches are widely used:

• The first approach is characterized by the construction of a system of indicators that reflect one or another aspect of sustainable development.

• The second approach is characterized by the construction of a combined indicator, the use of which allows you to assess the level of stability of the development of the area under consideration.

In fact, to implement the second approach, it may be necessary to start with the first, that is, the integral indicator is calculated on the basis of separate indicators that characterize the main directions of sustainable development.

## 2. Materials and Methods

Please It is important that areas are developed within the principles of global sustainability under the Sustainable Development Programme. In order for sustainable tourism to meet the requirement, the area must meet the basic and integral four indicator – approach requirement[1]:

- ✓ Demonstrate sustainable management of the area;
- ✓ Maximum socio-economic sophistication and minimum harm to the local population;

- ✓ To show maximum positive impact for local society and visitors through Minimal impacts;
- ✓ Maximum environmental care and minimum harmful effects.

These criteria are consistent for any area of scale, and these criteria are derived from the UN Declaration of **"Millennium Development Goals".** In particular, the problem of poverty reduction, gender equality, environmental sustainability, climate change arose from the goals of the declaration.

Indicators are developed on the basis of already recognized criteria, for example, the classification of the UN International Tourism Organization (UNWTO), the "criteria for hotels and tour operators" of the International Council for Sustainable Tourism (GSTC)and other widely used special indicators. Indicators are suitable for a wide range of regions, specially selected for their relevance and practical application.

The goals that we want to achieve through the criteria that indicate the stability of the tourist destination are expressed. They characterize the improvement of the state or certain features of the territory, the development of a tourist product or the tourist industry as a whole.

And certain indicators can be used to measure whether the criterion has been met. Indicators (indicators) are characteristics or Numbers that indicate the state or change of the criterion. Each criterion must have at least one or more better indicators, which must be measured in a scientifically sound and objective way. It is the analysis of the positive and negative impacts of the tourism sector, the future, that the indicators are of great importance in the adoption of worthy decisions in the management of this sector. The Sustainable Tourism indicator is defined by the International Tourism Organization as:" a set of units of measurement, a set that conveys the necessary important information about the impact of tourism on cultural life and the environment " [2].

Currently, the vast majority of Tourism scientists are promoting the need for sustainable tourism indicators. In Particular, R.W.Batler, B.Gudal and M.J.Stabler, C.A.Gunn, R.N.Moisey and S.F.McCool, A.Mowforz and I.Mant, E.Sirakaya, D.B.Vivers ' scientific work provides data on stability indicators.

B.Gudal and M.J.According to stablers, it has been argued that an indicator approach can make a beneficial contribution to making sustainable tourist decisions [3]. D.B.Viver explains that the implementation of sustainable tourism is hindered by the "incomprehensible situation" that exists with respect to indicators [4], and Batler argues that the term stability without indicators is "meaningless" [5]. Indicators are the main factor in the management and development of the territory, as R.Wamsley and J.Pretoris point out [6].

S.According to Hart, "tourism indicators are an indicator of which part of the area's stability Saw Mill is and how far it is from the destination to reach" [7]. G.Miller, on the other hand, describes it as "a sign or measure to help you know that you are achieving your goal" [8].

G.C.Gallopin's interpretation is that" indicators are useful if they are a key factor in decision making and serve as a basis in generalizing or simplifying important features, as well as quantitative evaluation and transmission of relevant information " [9], is significant.

Indicators determine the amount of changes, evaluate processes, create a basis for setting goals and tracking performance [10]. Therefore, for the sustainable development of tourist areas, a good planning process is necessary, as well as constant management of the main elements supporting tourism and its directions (for example, asset preservation, public involvement, targeted tourism planning). Indicators are an internal component of the planning process.

M.Movforz and I.According to the opinions of Mant, indicators should measure the influence of the following factors:

* internal and external factors affecting the tourism sector;

* changes in external factors;

* negative impact of Tourism.

Also, Mowforth, Martin & Munt, Ian concluded that traditional indicators such as gross national product give a limited and one-sided view of development [11]. Therefore, indicators that indicate the relationship between social, environmental and economic issues and the strength of the relationship between them have contributed to the development of the stability indicator. The indicator is usually selected from a set of possible dates or from information sources, since this applies to the main issues that the subjects of the tourist sphere must answer.

Sustainable tourism is not a specific form of tourism, but a direction that ensures that all types of tourism are more environmentally, socially and economically beneficial. It is important in the organization of tourism activities to maintain economic, social and Natural Resources based on resource management and, in parallel, cultural integrity, important environmental processes and biodiversity [12]. That is why the stability of the current development model in order to reduce negative effects as much as possible, however, requires careful planning in order to protect against negative effects.

In recent years, great attention has begun to be paid to the protection of natural and cultural resources in order to increase the competitiveness of Tourism. In this regard, the World Tourism Organization (WTO) indicates that it should promote the optimal use of resources in the sustainable development of Tourism. For example, plans for action in the field of tourism are increasingly pointing out that it is necessary to focus on the territorial measure of stability. Within this activity, both state and non-governmental organizations are expected to promote sustainability. The development of a sustainable tourism model requires an effective management system that allows for continuous control of existing and possible impacts, and necessary preventive or corrective measures when necessary [13].

The development of a system of qualitative and quantitative indicators, first of all, that allows them to assess the degree of load on them from economic activity, identify their trends in change, conduct a comparative analysis [14] information from these indicators should serve to make necessary and justified decisions.

The measure associated with the environment is the assets of the environment, that is, to natural capital (land areas, recreation areas, parks, rivers, etc.) are oriented, are considered one of the main factors in the existence of Tourism and allow the functioning of tourism to be controlled through the ecosystem. This unit of measurement provides information about the analysis of Natural Resources involved in the tourism sector, that is, the residual flows produced in tourism and after consumption, including various chemical gases, algae and other contaminants.

The social dimension covers a number of social aspects related to tourist activities. This includes local, traditional and local cultural aspects that support tourist activities, or aspects that tourism can influence. It also includes the results of tourist production processes, in terms of the point of ensuring decent labor and labor protection and security (employment, etc.); contribution to individual and public health and well-being; activities related to gender equality, income equality and other aspects of equality; includes the development of social capital and institutional arrangements reflected in the power of social networks [15].

The methods of improving the management mechanism of the development of sustainable tourism in the territory in the implementation of the study are determined by the opinions of economic scientists and specialists, and the methods of dialectical and

systematic development, qiuoslash, yemperic research and qiuosiu analysis have developed bouicha recommendations for the priority management of industrial enterprises.

## 3. Results

It Over the past decade, many indicator systems have been developed in the tourism sector and beyond, trying to support routes in measuring and managing their tourism development (Table 1). While the ability to compare with other destinations is often the driving factor behind these initiatives, each destination is a complex ecosystem with its own characteristics. With this in mind and in view of the fact that sustainability is a complex process that continues continuously, INSTO (international network of sustainable tourism observatories) has been established, the observatory provides addressing approaches by paying special attention to processes and structures to ensure long-term sustainable development (viability).

Despite the efforts made towards intelligent and sustainable directions, the monitoring of environmental and socio-cultural pillars of sustainability remains a problem for measuring aspects that have lagged behind. Focusing on the solution of this problem and communicating important information for management decisions through territorial measurement of the impact of the tourism sector is the main objective of the UNWTO INSTO network. **International Network of Sustainable Tourism Observatories** – the international network of Sustainable Tourism observatories seeks to support directions in advancing measurements towards more holistic approaches, and offers members a live platform where experience can be shared, discussed, improved, and learned from them.

A Sustainable Tourism Observatory established within a given area is required to monitor at least the eleven required mandatory problem areas, and it is recommended to expand the scope of research. For these general problem areas, the corresponding indicator can be formulated according to local needs. Therefore, if the indicators are related to these problem areas, they can be developed individually in each direction. By sharing regular knowledge and experience with other areas, they can be identified, adapted and compared as needed.

The UNWTO international network of Sustainable Tourism observatories (INSTO) oversees the economic, environmental and social impacts of Tourism. This network of observatories was established in 2004 on the initiative of UNWTO with the aim of supporting sustainable management of the sector by measuring and monitoring the impact of Tourism. INSTO strives to support and interconnect routes committed to regular monitoring of the economic, environmental and social impacts of Tourism, and to support sustainable tourism practices locally and globally. At the same time, through the systematic application of monitoring, evaluation and information management methods, the observatory provides tourism managers and other stakeholders with key tools to form sustainable tourism policies, strategies, plans and governance and to strengthen institutional capacity to support implementation.

Although the first observatory was established in China in 2006, today a total of 38 regional observatories are operating around the world, which are passionate about continuous and timely measurement of the impact of Tourism. By them, it is providing high-quality services to stakeholders, modern and reliable evidence for better decision-making processes at the local level.

**Table 1. Evolutionary development of sustainable tourism measurement**

| | Document name | Year | Name of the city where the event took place |
|---|---|---|---|
| **1.** | Recommendations for tourism statistics. | Year 1994 | |
| **2.** | What should tourism managers know? | Year 1996 | |
| **3.** | Measuring the economic impact of Tourism. | October 2000 | Nice |
| **4.** | Satellite accounting of tourism: the recommended methodological framework. | Year 2000 | |
| **5.** | Indicators of sustainable development of tourist routes. Manual. | Year 2004 | |
| **6.** | Tourism Satellite Accounts: a recommended methodological guide. | October 2005 | Iguazu |
| **7.** | International recommendations for tourism statistics. | Year 2008 | |
| **8.** | Satellite account of Tourism: recommended methodological basis. | Year 2008 | |
| **9.** | Tourism: employment creation mechanism. | March 2009 | Bali |
| **10.** | Measurement and analysis – based on the UNWTO instruction set . | Year 2013 | |
| **11.** | Measure employment in the tourism industry. | Year 2014 | |
| **12.** | 10 years under the Sustainable Tourism program. | | |
| **13.** | Sustainable Development Goals. | September 2015 | Nyu-York |
| **14.** | Advancing the measurement of Sustainable Tourism Development. INSTO advisory meeting. | July 2016 | Madrid |
| **15.** | Meeting to measure sustainable tourism. Expert Working Group. | October 2016 | Madrid |
| **16.** | 2017 is the Year of international sustainable tourism for development . | December 2017 | Jeneva |
| **17.** | Measure sustainable tourism. Manila conference. | July 2017 | Manila |
| **18.** | International INSTO Assembly. | December 2017 | Madrid |
| **19.** | International INSTO Assembly. | October 2018 | Madrid |
| **20.** | International INSTO Assembly. | October 23, 2019 | Madrid |
| **21.** | International INSTO Assembly. | October 21, 2020 | Onlayn |
| **22.** | International INSTO Assembly. | November 11, 2021 | Onlayn |
| **23.** | International INSTO Assembly. | October 20, 2022 | Madrid |
| **24.** | International INSTO Assembly. | October 19-20, 2023 | Madrid |

Tourism observatories may differ in structure, but they are all united by a common goal: tourism policy, strategy, and the collection and analysis of reliable data in making the right (reasonable) decisions.

- The international criteria for sustainable tourism are overseen by the International Council for Sustainable Tourism (Global Sustainable Tourism Council, GSTC). Carrying out activities within these criteria opens up the following possibilities:

- serves as the main guide for areas that strive towards sustainability;
- helps consumers choose real stable addresses;
- serves as a general guide for media to identify sustainable addresses and inform the public;
- serves to confirm that certification and other voluntary programs meet generally accepted basic requirements;
- is the basis for the norms developed by state and non-governmental organizations for tourism;
- Management Science serves as the main methodological guide in the educational process of universities and schools.

**Figure 1. Classification of sustainable tourism indicators**

In Figure 1, a quality indicator list of indicators was formed, sorted from the 22 scientific works with the most quotes.

The International Working Group for the development of sustainable tourism indicators under the International Tourism Organization (UNWTO) has proposed a number of indicators to control the development of tourist activity in the designated area in 1992. In this set of indicators, two indicator systems have been developed: one covers the main set of indicators, the other covers special indicators.

*The main indicators are universal for all tourist destinations:* Environmental Protection, load level, intensity of Use, Social Impact, Development Control, waste management, planning process, important ecosystems, customer satisfaction, local satisfaction,

contribution of tourism to the local economy, permeability, attractiveness and other such indicators.

*Special indicators,* on the other hand, can be applied to individual regions. Examples include capital flows for island regions, prices for foreign properties, jobs in tourism, sources of drinking water, electricity, etc. In specially protected areas, the reproductive rate of the main species, biodiversity, changes in the composition of plant and animal species, the intensity of tourism, the activity of people in and around the area, poaching in the area, risks arising from the interaction of people and animals, etc.are determined.

It is advisable that the indicators and data are regularly reviewed and additional important indicators are included when the need arises. Expanding the range of indicators being measured will help create a more complete picture of the area. It also allows for better performance scale.

As mentioned above, sustainable tourism indicators are associated with three economic, social and environmental factors.

*The economic dimension* will be directly related to the production and consumption of goods and services related to the tourism industry. This is usually characterized by the consumption of Tourism goods and services by guests. The economic dimension also includes the characteristics of the tourism industry and the production process. It has already become Capital (Hotel, transport infrastructure, etc.) attract investments in production results; provides employment to the human Capiral (including helping to generate experience and skills) and provides information about the size, level of Tourism and the owners of tourism institutions.

Sustainable tourism indicators are associated with sustainability goals and the process of tracking them in specific directions.

UNWTO has promoted the use of sustainable tourism indicators since the early 1990s. The International Organization's guide to sustainable development indicators for tourist destinations is designed to help identify key factors that make the goal sustainable, viable and attractive.

The European Union (EU) has also done various research on the creation of a system of European tourism indicators indicating tourism sustainability, and as a result of the research, a large number of indicators have been developed on the four areas listed in the table below.

**Table 2. Classification of the main goals of indicators**

| Goals | Content |
|---|---|
| Being a strategic tool | In this case, indicators are used in determining, developing and evaluating what the area will be like in the future. |
| Being a control tool | Indicators should answer the following questions: What quality does the area want? How can we summarize if we achieve what we want? |
| Being a means of communication | Indicators can detect problems and show whether they are going well or poorly with respect to the development point agreement. |

Indicators are divided into different categories in different literature, but we believe that, in our opinion, from the principles of stability, it is necessary to divide into the following four categories:

***Area management indicators*** cover important decision-making and communication issues that help manage sustainable tourism at a specific destination in a specific area.

***Economic indicators*** help determine the contribution of tourism to economic stability in a specific direction.

***Indicators affecting*** social and culture are used in determining the establishment of tourism in a particular area to the local population.

***Environmental indicators*** are focused on elements that are important for the stability of the environment, which is important for the area.

To create a stability indicator, it is necessary to highlight the following as methodological principles:

• The principle of openness and transparency of information. The information base from which the initial data is formed must be provided for research;

• The principle of recurrence of calculations. The algorithm for calculating the Integral indicator should be understandable and open to research, in which a direct assessment of stability should come from a limited number of indicators.

• Transformation principle. The ability to change stability indicators by adding new indicators or excluding insignificant indicators.

To assess the degree of difference in factors within the territory, it is advisable to carry out calculations both for the entire region and for tourism activities. After that, it is necessary to calculate the economic, social and environmental indicators of the stability and business potential of the territory.

## 4. Conclusion

Measuring sustainable development progress with reliable data is a key component of the democratic process. This increases the accountability of governments and allows people to be more involved in setting and evaluating political goals.

The tendency to develop an excessively high set of indicators can be politically attractive, but does not help to solve the central issue of the problem. In addition, funding constraints, lack of commitment and support, lack of proper implementation and scope of activity, uncertainty of goals and outcomes, lack of clear definition of stakeholder roles, and low development of systemic assessment measures for businesses can pave the way for failure. It should be noted that indicators are not designed to fulfill the required changes, but rather they are a catalyst for the implementation of changes and serve as a system that provides "early warning", that is, to identify problem areas, thereby covering decision-makers, making necessary political changes and corrective measures. Indicators are a measure of important factors, that is, a set of data that the decision maker needs to know in order to reduce the risk of making a wrong decision without knowing it. All data or datasets are potential indicators. Choosing suitable metrics reduces a wide range of potential data towards a set of used and meaningful measures of these factors that are important to the decision-maker.

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