



ROLE OF STRATEGIC PROCESS MODEL IN THE DEVELOPMENT OF TOURISM INDUSTRY

Yulchiyev Asiljon Ortikali o'g'li

senior teacher of the department of economics and service, Ferghana State University

Abstract. The tourism industry, a significant contributor to global economies, is a dynamic and competitive sector. It involves diverse stakeholders ranging from governments and local communities to private enterprises. For tourism to flourish sustainably, a well-structured strategic process is essential. A strategic process model serves as a critical guide for the development, management, and growth of tourism businesses and destinations. It allows stakeholders to align their actions with long-term objectives while adapting to evolving trends, challenges, and opportunities. This article explores the vital role of the strategic process model in the tourism industry and how it impacts sustainable growth, competitiveness, and stakeholder engagement.

Key words. tourism management, strategic process, vision, mission, PESTEL, Porter's Five Forces

Introduction. Tourism has long been recognized as a vital driver of economic growth, particularly for countries with rich natural beauty, cultural heritage, and historical significance. However, the true potential of tourism to contribute to economic development lies not only in the resources a country possesses but in how these resources are managed. Tourism management plays a crucial role in optimizing the benefits of tourism, ensuring sustainability, and fostering long-term economic development. This article explores the importance of tourism management in driving economic growth and the ways in which it contributes to the overall development of a nation.

The strategic process model plays a crucial role in tourism by guiding the development and management of tourism destinations, businesses, and policies. It provides a structured framework for making decisions that align with long-term goals while addressing the unique challenges and opportunities in the tourism sector.

One of the primary functions of a strategic process model in tourism is to provide a clear vision and define long-term goals for the industry. Tourism organizations, governments, and private businesses use this framework to articulate what they want to achieve in terms of economic growth, visitor experiences, cultural preservation, and environmental sustainability.

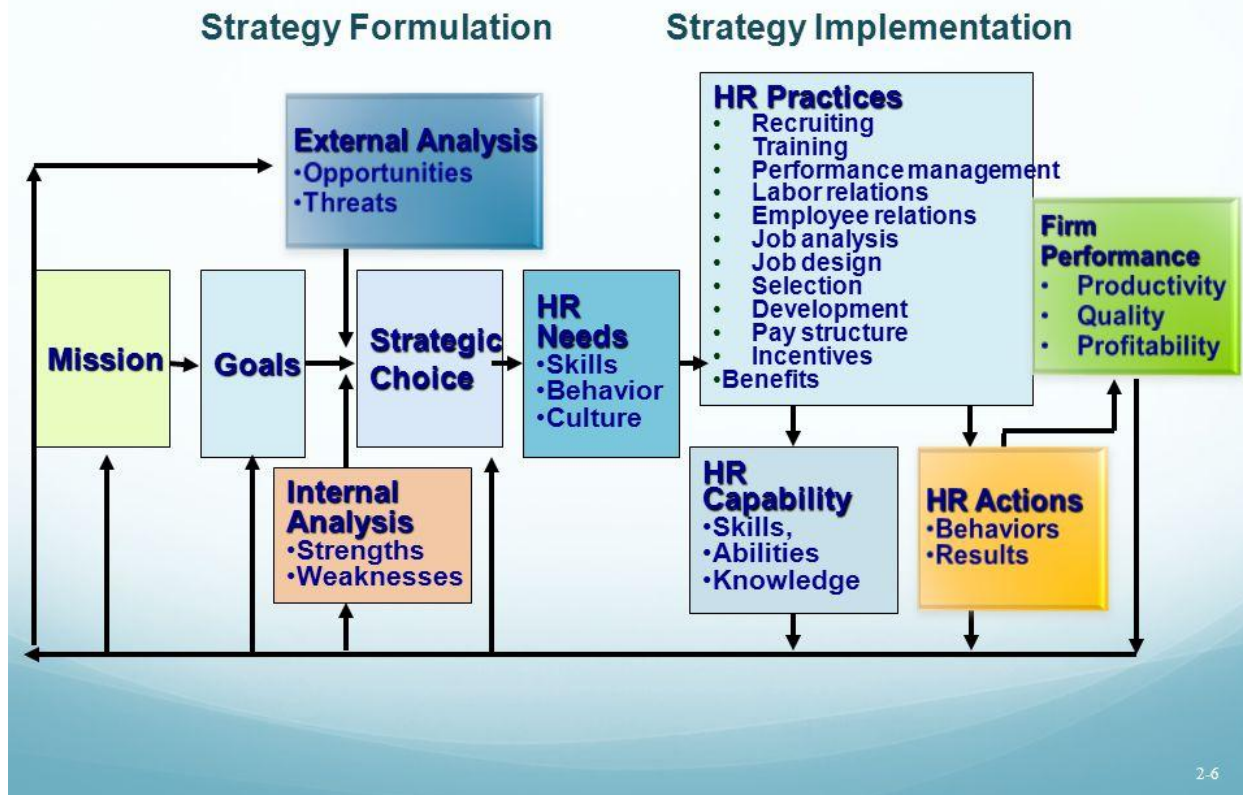
By establishing a shared vision, tourism entities can align their resources and efforts to achieve common objectives. For instance, a destination may aim to attract a particular demographic, improve infrastructure, or enhance its reputation as a sustainable tourism hotspot. These long-term goals guide decision-making processes and shape the future of tourism development in the region.

In the picture 1 strategic management process model is described.

In the strategic management process model mission and vision is given. These two elements are crucial in the tourism development.

In the strategic management process, mission and vision are foundational elements that guide the direction and success of any industry, including tourism. These two components provide clarity, purpose, and a long-term perspective, which are essential for sustainable tourism development. They help tourism destinations and organizations align their strategies, attract the right type of tourists, engage stakeholders, and achieve their developmental goals.

Strategic Management Process Model



Picture 1. Strategic management process

The vision of a tourism destination or organization serves as an aspirational statement, defining where it wants to be in the future. It outlines the long-term goals and ambitions and reflects the desired identity and positioning of the destination in the global or local tourism market.

A well-articulated vision inspires all stakeholders—government, businesses, local communities, and tourists. It provides a shared sense of purpose and commitment to the future, uniting these diverse groups toward common goals.

A vision helps to define strategic priorities for the destination. For example, if a destination's vision is to become an eco-tourism leader, its development focus will include protecting natural resources, promoting sustainable practices, and targeting eco-conscious travelers.

The mission of a tourism organization or destination defines its core purpose and the reason for its existence. It outlines what the organization or destination is doing today to work toward its vision. A mission statement is more focused on the present, detailing how tourism goals will be achieved and what values or principles guide the operations.

The mission statement serves as a guide for the daily activities of the tourism organization or destination. It ensures that all actions taken are aligned with the overarching goals of tourism development.

The mission statement reflects the core values of the destination or tourism organization. This might include sustainability, cultural preservation, visitor satisfaction, or community engagement.

Unlike the vision, which is long-term and aspirational, the mission focuses on what the destination or organization is doing now to achieve its vision. It defines specific goals that are attainable in the short-to-medium term.

In the strategic management process model, internal analysis is a crucial component that evaluates the strengths, weaknesses, resources, and capabilities of a tourism destination or organization. Internal analysis helps identify what assets a destination has at its disposal, where it can improve, and how it can leverage its strengths to achieve long-term goals. It focuses on factors that are within the control of the tourism destination or organization and forms the foundation for strategic decision-making.

The findings of the internal analysis allow tourism leaders to develop strategies that capitalize on strengths, address weaknesses, and align resources effectively.

Resource analysis involves evaluating the tangible and intangible resources available to a tourism destination or organization. These resources are the building blocks of competitive advantage and form the foundation for tourism development.

Tangible Resources: These include physical assets like tourist attractions, infrastructure, and natural resources.

Intangible Resources: These include the destination's brand reputation, cultural heritage, and human capital.

Financial Resources: The financial capability to invest in tourism development, marketing, and promotion.

Beyond resources, a destination or organization's capabilities—its ability to use those resources effectively—are critical. Capabilities are the processes, skills, and competencies that allow a tourism destination to deliver unique and superior experiences.

Service Delivery: The ability to offer high-quality tourist services, such as accommodation, transportation, food, and guided tours.

In the strategic management process the next step is external analysis. External analysis plays a critical role in the strategic process model for the tourism industry, as it helps identify external factors that can influence a destination's success. By understanding the broader environment, tourism organizations can craft strategies that respond to challenges and seize opportunities. External analysis involves evaluating factors that are beyond the control of the organization or destination but have a significant impact on the tourism sector. These factors are typically analyzed using frameworks like PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) and Porter's Five Forces.

Strategy implementation is a critical phase in the strategic management process, where strategic plans are translated into actionable tasks and carried out to achieve the organization's goals. It serves as the bridge between the development of strategy and its realization, ensuring that the vision, mission, and objectives of the tourism destination or organization are realized through coordinated efforts. Without proper implementation, even the best strategies will fail to produce desired results.

In the context of tourism, where multiple stakeholders such as governments, private businesses, local communities, and tourists are involved, the role of strategy implementation becomes even more important.

One of the main roles of strategy implementation is transforming strategic plans into tangible actions. This phase involves breaking down broad objectives and goals into specific tasks, allocating resources, and setting deadlines. It moves the organization from planning to doing.

Successful strategy implementation requires that the organizational structure and culture support the new strategies. It's essential that everyone in the organization, from leadership to operational teams, understands their role in the implementation process and how they contribute to the overall goals.

Strategy implementation may require adjustments to the organization's structure, such as creating new departments, forming cross-functional teams, or altering leadership roles.

Strategy implementation often requires changes in behavior and mindsets. Organizational culture must support innovation, customer service excellence, and adaptability.



Picture 2. Strategy implementation

In tourism, various stakeholders—including government agencies, private companies, community organizations, and tourists—must be engaged in the strategy implementation process. Effective communication and collaboration among these stakeholders are crucial for the success of the strategy.

Strategy implementation often requires the efficient use of resources, including financial, human, and technological assets. Proper resource management ensures that the organization has what it needs to carry out its strategy successfully.

Budgeting: Allocate sufficient budgets for various implementation tasks, such as marketing campaigns, infrastructure development, and staff training.

Training and Development: Tourism staff and other stakeholders may need training to adapt to new strategies, especially if the implementation involves technology or new service standards.

Investing in Technology: In today's digital age, many tourism strategies rely on technology, such as online booking systems, mobile apps, or virtual tours. The organization must invest in the right technology and ensure that it is integrated into the implementation process.

During the implementation phase, unexpected challenges or changes in the external environment may arise, requiring adjustments to the strategy. Flexibility and adaptability are key to overcoming these obstacles and ensuring that the implementation remains aligned with the overall objectives.

Ultimately, the goal of strategy implementation is to achieve the long-term success of the tourism destination or organization. By properly executing the strategy, the organization can move closer to fulfilling its mission and vision, enhancing its competitiveness in the market, and delivering value to its stakeholders.

Strategy implementation plays a pivotal role in the strategic management process. It is the phase where plans are put into action, resources are mobilized, and objectives are achieved. In the tourism industry, effective implementation involves careful planning, stakeholder engagement, proper resource allocation, and continuous monitoring to ensure success. By aligning organizational structure, culture, and processes with the strategic goals, destinations and tourism organizations can achieve sustainable growth, improve competitiveness, and provide valuable experiences for tourists.

References:

1. Tuxliyev, Z.O. Raximov «Turizm xizmatlar bozori». O'quv qo'llanma. Samarqand - 2018. - 280 bet.
2. World Tourism Organization, (2002). Guide for local authorities on developing sustainable tourism.

Madrid: WTO.

3. Тешабаева, О. Н., & Ташматова, Н. Х. (2023). Ўзбекистон республикасида аграр секторда тадбиркорлик ривожланишининг ўзига хос жиҳатлари. *Academic research in educational sciences*, 4(1), 22-30.
4. Teshabaeva, O. N. ., & Kodirova, R. A. . (2023). Analysis of Methods for Further Development of the Labor Market to Ensure Employment in the Digital Economy. *Best Journal of Innovation in Science, Research and Development*, 2(4), 74–78.