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MANAGEMENT MECHANISMS FOR THE DIVERSIFICATION OF TOURIST BUSINESS PROCESSES IN THE CONTEXT OF THE DIGITAL ECONOMY

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ABSTRACT

This article analyzes the management mechanisms for diversifying tourism business processes in the digital economy. It examines how digital technologies such as online platforms, mobile applications, artificial intelligence and big data influence the operational and strategic development of tourism enterprises. The study highlights diversification opportunities created by digital transformation and evaluates current challenges faced by tourism companies in adopting modern digital tools. Practical recommendations are proposed to enhance managerial efficiency and ensure sustainable development through digital diversification strategies.

Keywords: digital economy; tourism enterprises; business process diversification; digital transformation; artificial intelligence; big data; online platforms; digital management tools; tourism development; innovation.

ANNOTATSIYA

Ushbu maqolada raqamli iqtisodiyot sharoitida turistik biznes jarayonlarini diversifikatsiyalashning boshqaruv mexanizmlari tahlil qilinadi. Unda onlayn platformalar, mobil ilovalar, sun'iy intellekt va katta ma'lumotlar kabi raqamli texnologiyalarning turizm korxonalarining operatsion va strategik rivojlanishiga qanday ta'sir ko'rsatishi ko'rib chiqiladi. Tadqiqot raqamli transformatsiya natijasida yuzaga keladigan diversifikatsiya imkoniyatlarini ta'kidlaydi va turizm kompaniyalari zamonaviy raqamli vositalarni joriy etishda duch kelayotgan dolzarb muammolarni baholaydi. Menejerlik samaradorligini oshirish va raqamli diversifikatsiya strategiyalari orqali barqaror rivojlanishni ta'minlash bo'yicha amaliy tavsiyalar taklif etiladi.

Kalit so'zlar: raqamli iqtisodiyot; turizm korxonalari; biznes jarayonlarini diversifikatsiyalash; raqamli transformatsiya; sun'iy intellekt; big data; onlayn platformalar; raqamli boshqaruv vositalari; turizm rivojlanishi; innovatsiya.

АННОТАЦИЯ

В данной статье анализируются механизмы управления диверсификацией туристических бизнес-процессов в условиях цифровой экономики. В ней рассматривается, как цифровые технологии, такие как онлайн-платформы, мобильные приложения, искусственный интеллект и большие данные, влияют на операционное и стратегическое развитие туристических предприятий. Исследование выделяет возможности диверсификации, создаваемые цифровой трансформацией, и оценивает текущие проблемы, с которыми сталкиваются туристические компании при внедрении современных цифровых инструментов. Предложены практические рекомендации по повышению эффективности управления и обеспечению устойчивого развития за счет стратегий цифровой диверсификации.

Ключевые слова: цифровая экономика; туристические предприятия; диверсификация бизнес-процессов; цифровая трансформация; искусственный интеллект; большие данные; онлайн-платформы; инструменты цифрового управления; развитие туризма; инновации.

In the era of rapid digital transformation, tourism enterprises are increasingly required to modernize their management systems and diversify business processes to remain competitive. The digital economy reshapes traditional approaches to service delivery, operational efficiency and strategic decision-making, creating new opportunities for sustainable development within the tourism sector.

Uzbekistan has recently accelerated national digital transformation efforts, significantly strengthening the institutional environment for digital governance. On November 28, President Shavkat Mirziyoyev inaugurated an international forum dedicated to reducing bureaucracy, highlighting the country's commitment to building a human-centered governance model where "the government serves the people, not the other way around." Over the past years, Uzbekistan has implemented systemic reforms aimed at eliminating administrative barriers, digitizing public services and optimizing public administration processes. [1]

The number of public services has increased from 444 in 2017 to over 1,040 today, while more than 90 services are now provided in proactive or composite formats. [2] Digital platforms such as the Unified Public Services Portal, the "Digital Government" system, the "Single Window" customs platform and AI-driven call centers have improved transparency, accessibility and efficiency. The transition to electronic document management saves up to 23 billion soums annually, and more than 160 licenses and permits have been abolished to promote business activity. By 2030, Uzbekistan aims to become a "zero-bureaucracy country," expanding electronic

services to 95 percent, digitizing 25 million government documents and introducing 400 proactive and composite services. [3]

These nationwide reforms create favorable conditions for digital diversification in all economic sectors, including tourism. The digitalization of public services enhances the business environment, simplifies administrative procedures for tourism enterprises and strengthens the interaction between businesses, citizens and state institutions. As digital governance advances, tourism companies gain new opportunities to integrate innovative solutions, reduce operational costs, and improve service quality.

Given this context, analyzing the management mechanisms for diversifying tourism business processes becomes particularly relevant. This article explores how digital technologies contribute to tourism sector diversification in Uzbekistan, evaluates current challenges and identifies strategic recommendations aimed at improving managerial efficiency in the digital economy. [4]

The study employs a combination of literature review, case analysis, and comparative assessment. Scientific publications and reports on digital transformation in tourism and public administration were analyzed. The practical case of Uzbekistan's digitalization reforms – including the Unified Public Services Portal, proactive and composite services, and the “Paperless Government” system – was examined to assess opportunities for tourism business process diversification. Additionally, global best practices in digital tourism management were considered to inform recommendations.

However, the results also highlight several challenges. Limited staff digital competencies, uneven adoption of advanced technologies across enterprises, and the need for greater investment in digital infrastructure remain key barriers. Some small tourism businesses still rely on traditional management approaches, which slows innovation and reduces competitiveness. Overcoming these limitations requires continuous training, financial support mechanisms, and stronger public–private partnerships. [5]

Digital technologies significantly contribute to the diversification of tourism business processes, allowing enterprises to optimize internal workflows, enhance customer engagement, and develop innovative products. AI-driven analytics and Big Data tools enable predictive analysis of tourist demand, helping businesses allocate resources efficiently and plan strategic initiatives. Mobile applications and online booking platforms improve service accessibility, reduce response times, and personalize client interactions.

Table 1: Digital tools application in tourism enterprises

Digital Tool / Platform	Purpose / Function	Benefits / Outcomes	Level of Adoption (Uzbekistan Case)
<i>AI-driven analytics</i>	Demand forecasting, resource optimization	Improved planning, cost reduction	Medium
<i>Big Data analytics</i>	Customer behavior analysis, market trends	Personalized services, better decision-making	Medium
<i>Online booking platforms</i>	Service delivery, reservations	Faster access, increased client satisfaction	High
<i>Mobile applications</i>	Customer engagement, feedback	Enhanced accessibility, interactive communication	Medium
<i>Government e-services (licensing, permits)</i>	Administrative processes	Reduced bureaucracy, time-saving	High

The integration of these digital tools directly influences tourism enterprises' ability to diversify services, such as combined tour packages, cultural experiences, and adventure activities. While challenges like limited staff digital skills and partial technology adoption remain, Uzbekistan's experience demonstrates that supportive digital infrastructure and government-led digital reforms facilitate innovation and efficiency in the private sector. [6]

The conducted analysis shows that digital transformation has become a key driver for diversifying tourism business processes and improving the efficiency of tourism enterprises in Uzbekistan. The country's large-scale reforms, including the establishment of the "Digital government," expansion of proactive and composite public services, and introduction of paperless administrative procedures, provide a strong institutional basis for fostering innovation in the tourism sector. Digital tools such as artificial intelligence, big data, online booking systems, and mobile applications contribute to service personalization, improved decision-making, and enhanced customer satisfaction.

The case of Uzbekistan demonstrates that reducing bureaucracy and creating a technology-oriented governance ecosystem significantly increases business opportunities for tourism enterprises. Simplified licensing and permits, real-time digital services, and automated processes not only reduce operational costs but also accelerate the diversification of tourism products, enabling the development of cultural, ecological, and adventure-based experiences.

Scientific-theoretical significance:

- Establishes a framework connecting digital technologies with management mechanisms and service diversification.

- Provides theoretical justification for AI, big data, and online platform use in tourism management and innovation.

Practical significance and recommendations:

- Implement AI-driven analytics for demand forecasting and strategic planning.
- Develop integrated digital platforms for booking, customer service, and feedback collection.
- Conduct staff training to enhance digital competencies.
- Collaborate with government digital initiatives to streamline licensing, permits, and reporting.
- Introduce innovative, experience-based tourism products and combined tour packages to diversify revenue streams and attract broader clientele.

By applying these recommendations, tourism enterprises can achieve operational efficiency, enhance customer satisfaction, foster innovation, and ensure sustainable growth within the digital economy.

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