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# OPTIMISING THE ORGANISATIONAL AND ECONOMIC MODEL FOR THE MANAGEMENT OF TOURISM AND RECREATIONAL ZONES

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https://doi.org/10.5281/zenodo.24116598

**Abstract**

Tourism and recreational zones can contribute to regional development by generating employment, stimulating investment and expanding the market for local services. However, these outcomes depend on the quality of governance, coordination among stakeholders and the efficient use of financial, natural and human resources. This paper examines the organisational and economic arrangements required to improve the management of tourism and recreational zones. Using a systems-based and comparative analytical approach, it identifies five interrelated components of an integrated management model: strategic planning, institutional coordination, financial and investment management, digital transformation, and performance monitoring. The paper argues that public–private cooperation, destination-level coordination and evidence-based decision-making should be combined with environmental safeguards. It proposes a practical framework of indicators for assessing management performance, including visitor expenditure, investment efficiency, employment, facility occupancy, visitor satisfaction and environmental pressure. The proposed model is conceptual and should be adapted to the legal, institutional and geographical conditions of each destination.

**Keywords**

tourism and recreational zones; destination management; organisational and economic model; public–private partnership; investment; digitalisation; sustainable tourism.

## 1. Introduction

Tourism is widely recognised as an important contributor to economic diversification, employment and the development of small and medium-sized enterprises. Tourism and recreational zones are particularly significant because they bring together natural, cultural and service-related assets within a defined destination. Their performance is influenced not only by the attractiveness of local resources but also by the way in which infrastructure, investment, public services and private businesses are coordinated.

A destination may possess considerable natural or cultural potential and still underperform if transport links are weak, services are fragmented, investment projects are poorly coordinated or environmental capacity is disregarded. Consequently, the management of tourism and recreational zones should be approached as an integrated economic and institutional process rather than as the administration of individual facilities.

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The purpose of this paper is to develop a conceptual organisational and economic model that can support more coordinated, efficient and sustainable management of tourism and recreational zones. The paper focuses on governance arrangements, investment mechanisms, digital tools and performance assessment.

**2. Research methodology**

The study applies a systems approach, conceptual analysis, comparison of management practices and economic reasoning. The proposed framework is derived from the relationship between destination resources, stakeholder responsibilities, investment decisions, service delivery and measurable outcomes. It is a conceptual model rather than an empirical evaluation of a particular destination. Its practical application therefore requires destination-specific data and validation.

**3. Key management challenges**

The management of tourism and recreational zones commonly involves several interdependent challenges. First, responsibilities may be distributed among public authorities, destination operators, infrastructure providers and private businesses without an effective coordination mechanism. Second, investment decisions may focus on individual facilities rather than on the visitor experience and the destination as a whole. Third, seasonal demand can result in underused facilities and unstable employment. Fourth, the absence of consistent data can make it difficult to assess the economic and environmental consequences of management decisions.

These challenges are not identical in every destination. Mountain, coastal, rural, wellness and cultural destinations have different infrastructure requirements, visitor patterns and environmental limits. Accordingly, a management model should establish common principles while allowing for local adaptation.

**4. Proposed integrated organisational and economic model**

The proposed model consists of five mutually reinforcing components:

**4.1. Strategic planning**

Each zone should have a destination development plan based on an assessment of tourism assets, market demand, infrastructure capacity, environmental sensitivity and community needs. The plan should define priority visitor segments, the intended tourism product, investment priorities and measurable targets. It should also establish limits or safeguards where visitor pressure may threaten natural or cultural resources.

**4.2. Institutional coordination**

A clearly designated coordinating body or destination management structure can help align the activities of local authorities, tourism businesses, infrastructure operators and community representatives. Its role should include coordinating plans, sharing information, identifying service gaps, supporting joint promotion and monitoring agreed performance indicators. Responsibilities and accountability should be defined transparently.

**4.3. Financial and investment management**

Investment planning should be based on the expected contribution of each project to the destination rather than on construction volume alone. Public–private partnerships may be considered for suitable infrastructure and service projects, provided that risk allocation, procurement, performance requirements and public interests are clearly specified. Financial assessment may include net present value, internal rate of return, payback period and sensitivity analysis, where reliable project data are available.

**4.4. Digital transformation**

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Digital tools can support online information and booking, visitor-flow monitoring, customer feedback, asset management and the exchange of information among service providers. A shared destination information platform can improve coordination and help managers respond to changes in demand. Data collection should follow applicable privacy and cybersecurity requirements, and digital solutions should remain accessible to visitors who use offline services.

**4.5. Monitoring and performance evaluation**

Performance monitoring should combine economic, social, service-quality and environmental indicators. Relevant measures include average visitor expenditure, tourism-related revenue, investment realised, employment generated, accommodation or facility occupancy, length of stay, visitor satisfaction, local-business participation, resource consumption and environmental pressure. Indicators should be defined consistently and reviewed periodically.

**5. A practical performance framework**

The following framework can be used as a starting point. The selection and calculation of indicators should be adjusted to the purpose, scale and data availability of each tourism and recreational zone.

| Dimension | Illustrative indicator | Management use |
|---|---|---|
| Economic | Tourism revenue; average visitor expenditure | Assess local economic contribution |
| Investment | Investment realised; project return; payback period | Prioritise financially viable projects |
| Employment | Jobs created; share of local employment | Measure social and labour-market effects |
| Service quality | Visitor satisfaction; length of stay; occupancy | Improve the visitor experience |
| Environmental | Water and energy use; waste; pressure on sensitive sites | Maintain destination sustainability |

**6. Implications for tourism development in Uzbekistan**

Uzbekistan has diverse tourism resources, including mountain landscapes, protected natural areas, historical cities and rural destinations. The proposed model may be adapted to destinations such as the Chimgan–Charvak area, Zaamin and other areas with recreational potential. The precise management priorities will differ: mountain destinations may require stronger visitor-safety and environmental-capacity measures, while cultural and urban destinations may place greater emphasis on heritage conservation, mobility and the management of visitor flows.

For implementation, each destination should begin with a baseline assessment, identify the responsible coordinating institutions, prepare a portfolio of priority projects and establish a monitoring system. Pilot implementation in selected zones would allow the model to be tested and adjusted before wider adoption.

**7. Discussion**

The central proposition of the model is that destination competitiveness depends on the coordination of multiple actors and resources. Investment in accommodation or

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attractions alone cannot guarantee sustainable results if transport, utilities, skills, marketing and environmental management remain disconnected. Similarly, digitalisation is valuable when it improves decisions and service delivery, not merely when new platforms are introduced. The model therefore places institutional coordination and measurable outcomes at its core.

## 8. Conclusion

The effective management of tourism and recreational zones requires an integrated approach that links strategic planning, institutional coordination, investment management, digital transformation and performance monitoring. This paper has proposed a conceptual organisational and economic model built around these five components. Its application can help destinations improve the coherence of management decisions, use investment more efficiently, strengthen local business participation and balance economic development with environmental and community interests. Further research should test the model using comparable destination-level data and assess its performance across different types of tourism and recreational zones.

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8. Note: The proposed model is conceptual. Any quantitative claims about a specific destination should be supported by verified official statistics and project-level data.