

EXPERIENCE OF ORGANIZING TOURISM ACTIVITIES IN EUROPEAN COUNTRIES (ON THE EXAMPLE OF FRANCE) AND OPPORTUNITIES FOR ITS APPLICATION IN UZBEKISTAN

Nurullayev Hoshimjon Hamidovich

Senior lecturer, Oriental university,

Department of Business and administration

hoshimnurullaev@gmail.com

Safarov Utkir Ibrohimovich

Student, Oreintal university

maverickb58@gmail.com

<https://doi.org/10.5281/zenodo.18693119>

Introduction

In the 21st century, tourism has emerged as one of the strategic sectors of the global economy. According to the World Tourism Organization (UNWTO), the tourism sector accounts for approximately 10% of the world's gross domestic product and provides every tenth job worldwide. The significance of tourism extends beyond economic revenue, contributing to regional development, cultural exchange, social stability, and international integration.

In the global tourism market, European countries have consistently maintained a leading position. European Union (EU) member states are recognized worldwide for their high standards of tourism services, well-developed infrastructure, and substantial international tourist flows. European nations develop tourism not only as an economic activity but also as a strategic component of state policy. This approach underscores the necessity of studying European experiences in tourism organization and management from an academic perspective.

France is among the most successful European countries in tourism organization and management. The country has maintained its position as the world's top tourist destination for several years, consistently receiving the highest number of international visitors. This achievement is largely attributed to the effective utilization of historical and cultural heritage, well-developed infrastructure, strong governmental oversight, and modern marketing strategies.

For Uzbekistan, tourism is also identified as a priority sector of the economy. However, challenges remain in effective tourism management, ensuring regional balance, implementing digital technologies, and fully applying principles of sustainable tourism. Therefore, studying France's experience and adapting it to national conditions represents an important scientific and practical task.

The primary scientific problem of this study is that although Uzbekistan has significant natural and cultural tourism potential, mechanisms for effective management, regional integration, and the creation of competitive tourism products in the international market remain underdeveloped.

The main objective of the study is to conduct a comprehensive analysis of the mechanisms for organizing and managing tourism activities in France and to identify opportunities for applying these experiences in the context of Uzbekistan.

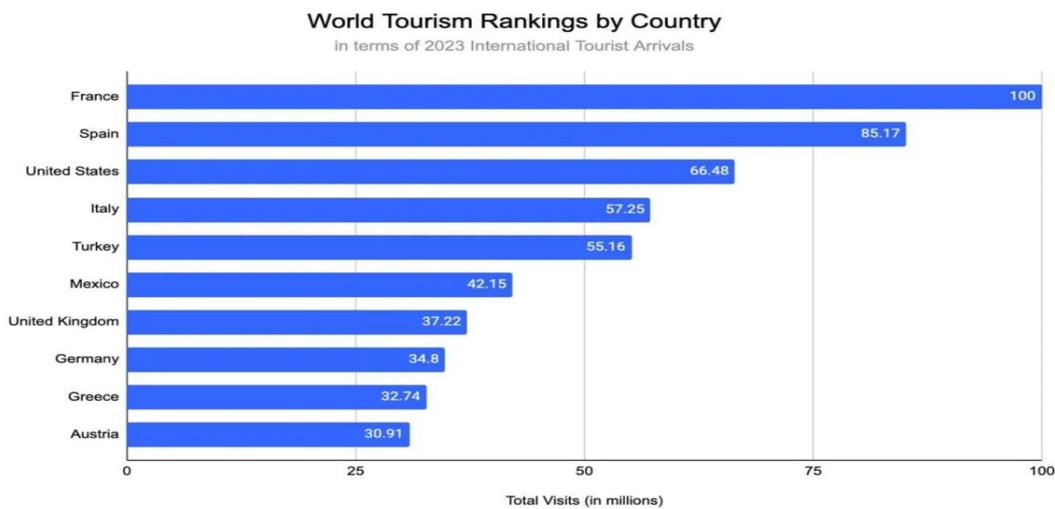
To achieve this objective, the following tasks were defined:

1. Analyze statistical indicators of French tourism for 2023–2024;
2. Study the mechanisms of tourism management by the state;
3. Evaluate tourism infrastructure, marketing, and sustainability policies;

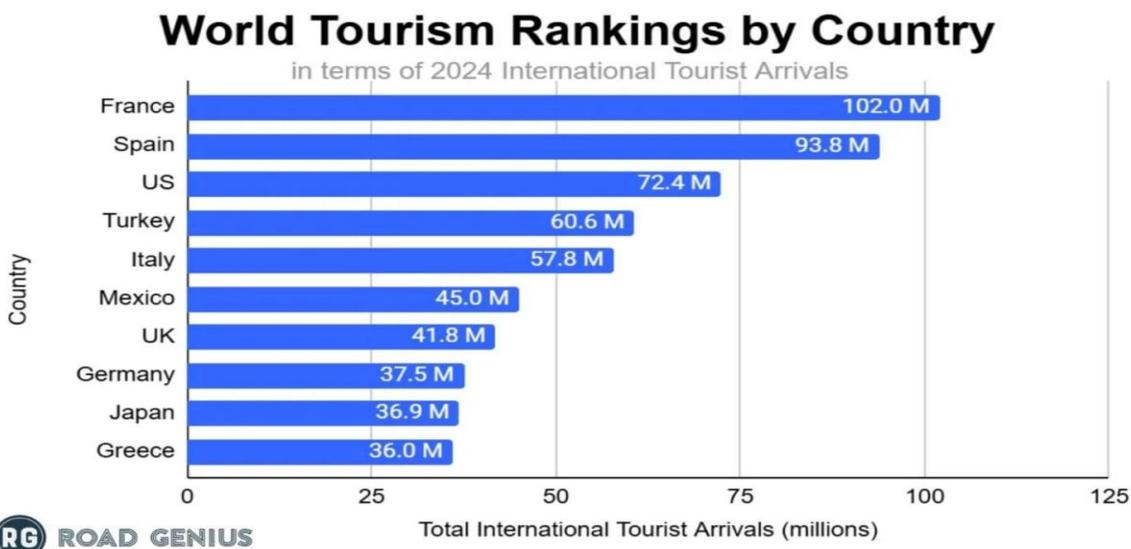
4. Develop scientific conclusions on adapting French experience to Uzbekistan.

The study employed statistical analysis, inductive and deductive approaches, as well as systematic and functional analysis methods. Statistical analysis examined key indicators of French tourism, including visitor numbers, tourism revenues, and economic impact. The inductive method allowed for drawing general conclusions from individual statistical data, while the deductive method facilitated the development of practical recommendations based on theoretical perspectives. Additionally, content analysis was conducted using international and national scientific literature.

French tourism has maintained a leading position in the global tourism market during the second decade of the 21st century. According to data from the UNWTO and the European Union, in 2023, the number of international tourists visiting France exceeded 98 million, marking a full recovery compared to pre-pandemic levels. In 2024, international tourist arrivals surpassed 100 million, establishing a new historical record.



Picture 1.

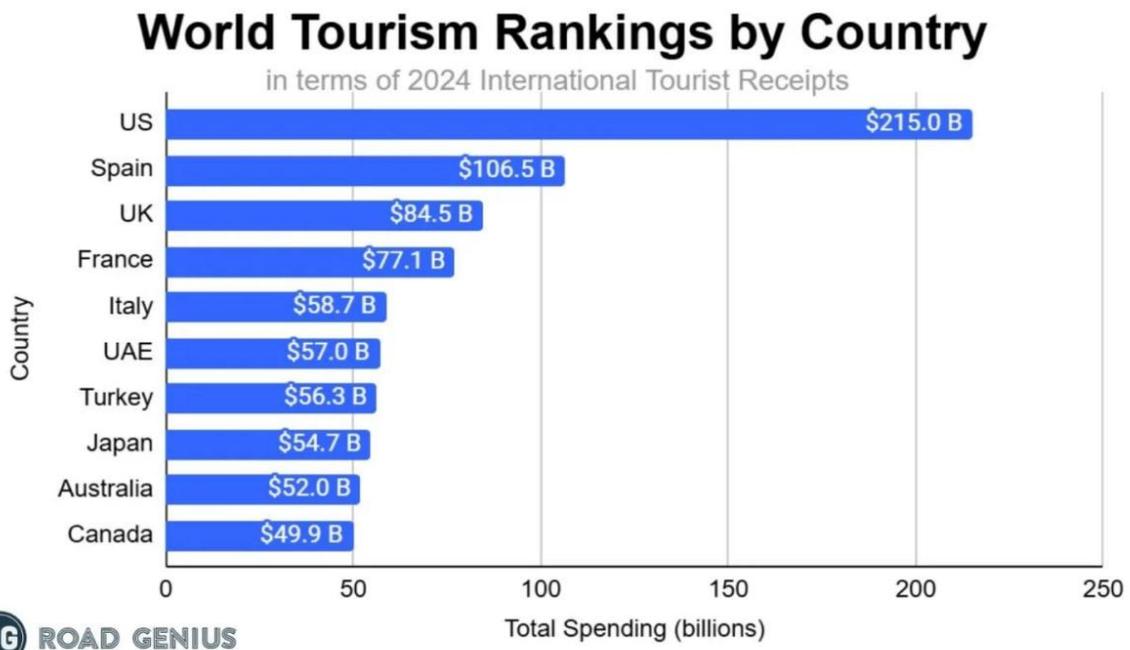


Picture 2.

This high level of tourist inflow is directly related to France’s geographical location, rich historical and cultural heritage, and the quality of services. France, as a central transport hub

in Europe, receives tourists from various regions throughout the year. Statistical analysis shows that most international visitors come from EU countries, the United States, and the Asia-Pacific region.

The tourism sector accounts for approximately 8–9% of France’s GDP, making it one of the most profitable industries. In 2024, international tourism revenues exceeded 70 billion euros, playing a significant role in the country’s balance of payments. Moreover, the tourism industry creates millions of direct and indirect jobs, providing a vital socio-economic function, particularly by stimulating the growth of small and medium-sized enterprises.



Picture 3.

France’s tourism management system is based on a combination of centralized state policy and regional administrative mechanisms. Tourism is recognized as a priority sector at the state level, and long-term strategies have been developed to ensure its development. The “Destination France” national strategy aims to develop tourism until 2030, focusing on creating high-quality tourism products, maintaining regional balance, and ensuring ecological sustainability.

The strategy prioritizes workforce training, the implementation of innovative approaches, and modernization of tourism infrastructure. Atout France, the national tourism agency, plays a key role in implementing state policy, coordinating international marketing, attracting investments, and managing regional tourism projects.

Regional tourism offices and local authorities also actively participate in tourism development. This approach ensures efficient utilization of local resources, creation of region-specific tourism products, and balanced distribution of tourist flows across the country. Consequently, tourism development is not limited to major cities but also stimulates economic activity in remote areas.

The success of French tourism is largely associated with its advanced infrastructure. The country has a high-speed rail network, major international airports, and developed road

systems, providing convenient and efficient travel for tourists. The availability of multimodal transport facilitates access to remote tourist destinations and reduces travel time.

Accommodation services are diversified to meet the needs of different market segments. Alongside major international hotel chains, France offers family-run guesthouses, boutique hotels, and rural tourism facilities, ensuring a wide range of tourism products.

In recent years, digital technologies have played a crucial role in tourism management. Online booking systems, digital guides, mobile applications, and e-tourism platforms are widely implemented. These technologies provide tourists with quick access to information, enhance service quality, and increase transparency. Moreover, digitalization expands opportunities for monitoring and planning tourism activities effectively.

France's tourism marketing is highly effective on a global scale. The country's tourism brand combines history, culture, gastronomy, and arts. Major international events, sports competitions, and cultural festivals contribute to strengthening France's image in the global tourism market.

At the same time, France places special emphasis on sustainable tourism. Environmentally friendly transportation, preservation of cultural heritage sites, and consideration of local community interests constitute the core principles of sustainable tourism. This approach ensures the rational use of tourism resources and maintains socio-economic balance in the long term.

Adapting French tourism experience to Uzbekistan requires consideration of national socio-economic, cultural, and institutional characteristics rather than direct replication. The experience is particularly valuable in promoting tourism as a strategic component of state policy, long-term planning, and effective cooperation among all stakeholders.

Firstly, France's regional tourism cluster model has significant practical relevance for Uzbekistan. In France, tourism development extends beyond capitals and major cities, utilizing the full potential of cultural, natural, and gastronomic resources in various regions. Uzbekistan can similarly develop tourism clusters in regions such as Samarkand, Bukhara, Khiva, as well as Fergana Valley, Surkhandarya, Karakalpakstan, and mountainous areas. Such regional development will not only increase tourist inflow but also promote regional employment and income balance.

Secondly, the development of digital tourism platforms is a key aspect of French experience. In France, integrated platforms provide information on tourism services, transport, accommodation, and cultural events. Uzbekistan can similarly develop a national e-tourism platform incorporating online booking, electronic visas, digital guides, and multilingual services, creating convenience for international tourists and enhancing the country's digital competitiveness.

Thirdly, expanding public-private partnership mechanisms is among the most effective approaches in France. Private sector participation in hotel management, transport, and tourism infrastructure, supported by state regulatory frameworks, has been crucial for sector growth. Uzbekistan can similarly accelerate tourism development by attracting private investment, particularly in hotel facilities, eco-tourism, and service infrastructure.

Fourthly, involving local communities and small businesses in tourism activities has particular importance. French experience demonstrates that engaging local residents in tourism services ensures sustainable and inclusive growth. Uzbekistan can enhance the social

impact of tourism by developing handicrafts, national gastronomy, family-run guesthouses, and local excursion services.

In conclusion, this study comprehensively analyzed the mechanisms of tourism organization and management in European countries, particularly France. The findings indicate that the French tourism model is based on the integrated system of state governance, advanced infrastructure, strong marketing policies, and sustainable tourism principles.

The key scientific conclusions are as follows:

1. Strategic planning of tourism as a state policy ensures sustainable development of the sector.
2. Regional approaches and clustering enable efficient utilization of tourism resources and balanced development across the country.
3. The use of digital technologies and modern marketing tools strengthens France's leading position in the global tourism market.

Adabiyotlar, References, Литературы:

1. UNWTO. *Tourism Highlights*. Madrid, 2023.
2. OECD. *Tourism Trends and Policies*. Paris, 2022.
3. European Commission. *EU Tourism Policy*. Brussels, 2023.
4. Atout France. *Destination France Strategy*. Paris, 2022.
5. Holloway, J.C. *The Business of Tourism*. Pearson, 2019.
6. Aleksandrova, A.Yu. *International Tourism*. Moscow, 2020.
7. Republic of Uzbekistan. *Law on Tourism*, 2019.