



Article

Foreign Experience of Synergetic Development of Tourism Industries

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Abstract: This scientific article analyzes the theoretical foundations and international experience of synergistic development of Tourism networks. Tourism acts as an interrelated system of the fields of economy, culture, transport, hotel, catering and information and communication. This system requires a synergistic approach - i.e. inter-sectoral coordination, institutional collaboration, and digital integration-to function effectively. The article examined the practical experience of countries such as France, Singapore, Japan, Turkey and Italy in the development of tourism on the basis of cluster, platform and innovative management on the basis of tables and analytical materials. The analysis was based on the fact that by introducing a synergistic model in tourism, it is possible to increase economic efficiency, the quality of services, manage the flow of tourists and attract domestic producers. On this basis, specific recommendations for the synergistic development of Tourism networks in Uzbekistan have been developed.

Keywords: Tourism, Synergistic Development, Cluster, Digital Integration, Tourism Infrastructure, Inter-Industry Cooperation, Innovation, Platform, Service Ecosystem, Synergistic Management

1. Introduction

In the context of the globalization of the world economy and the increasing competitiveness, the tourism sector has become one of the sectors of strategic importance. Tourism is not only a source of income, but also a means of creating jobs, preserving cultural heritage, promoting regional development, strengthening international relations and forming a positive image of the country. However, to achieve these results, the tourism industry requires a systematic and holistic approach. In particular, the mutual cooperation between its various sectors – hospitality, transport, food industry, trade, cultural and craft facilities and information and Communication Services-determines the effectiveness [1].

In recent years, the concept of "synergistic development" has been promoted as an important theoretical and practical concept in the management and planning of Tourism. Synergy is the value-added and multiplicative effect caused by the interaction of different elements, which is higher than the overall result of the individual parts. In tourism, this situation occurs through the harmonization of the interests of various service sectors, public and private sector entities, the public and local residents. To achieve synergistic development, institutional cooperation between tourism sectors, a unified strategy, infrastructural integration and innovative approaches are required [2].

The experience of foreign countries suggests that a successful tourism policy serves not only to increase the flow of tourists, but also to achieve a high economic and social effect through the cooperation of networks within the industry. For example, there are

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model mechanisms of cultural and gastronomic tourism in France, digital infrastructure in Singapore, Eco and technology tourism in Japan aimed at synergistic development. In these countries, the goals and objectives of each participant in the service chain are coordinated, which significantly enhances the overall result [3].

In Uzbekistan, important steps are also being taken to make tourism a driver of the national economy. Concepts adopted by the president's decision, expansion of visa – free regimes, modernization of infrastructure-all this is aimed at developing the industry. But so far, mechanisms of deep cooperation and mutual coordination between different sectors of tourism have not formed sufficiently. Therefore, it is of urgent importance to study the experience of foreign countries, analyze the synergistic approach in it and adapt it to national practice [4].

The tourism industry has become one of the important engines of sustainable economic growth and social progress around the world. According to the UN Tourism Organization (UNWTO), Tourism has been accounting for more than 10% of world GDP in recent years, and one in ten jobs corresponds precisely to the contribution of this sector. At the same time, tourism plays an important role in the formation of the international image of the country, the development of cultural diplomacy and the strengthening of the national brand [5].

Tourism has also been made one of the priorities of state policy in Uzbekistan. Regulatory legal acts, "road maps", strategic programs and investment projects adopted in recent years are aimed at bringing the development of the industry to a new level. In particular, the introduction of visa-free regimes, the improvement of the infrastructure of historical cities, the holding of large international events and the expansion of electronic tourism services are spurring a more rapid growth of this industry [6].

However, there are also some systemic problems in the tourism market of Uzbekistan. One of the most significant problems is the lack of sufficient institutional and practical cooperation between tourism - related sectors. The slow integration among the hotel business, transport, excursion services, food industry, cultural facilities, crafts and retail sectors is lowering the quality of service in the industry and preventing the formation of tourist experience as a whole ecosystem [7].

International experience shows that in order to effectively organize tourism, it is required to coordinate its various sectors on the basis of a synergistic approach. In countries such as Singapore, France, Japan, Turkey, Republic of Korea, Tourism is developed not only as a separate network, but on the basis of the "value added chain" (value chain). This ensures that each type of service acts as a reciprocal and complementary mechanism to the others. As a result, the total income from tourism increases, positively affecting local employment, investment attractiveness and social stability [8].

Tourism can be taken to a higher level by studying these experiences in Uzbekistan and adapting them to the national model. The synergistic approach in the field of tourism can be implemented by conducting coordinated policies between its various sectors, introducing common digital platforms, organizing personnel training in cooperation and using innovative solutions [9].

The relevance of this issue is of great importance, not only in terms of improving economic efficiency, but also in terms of the formation of a competitive national tourism model in the world market. Therefore, the scientific study of the issue of synergistic development of Tourism networks and the analysis of foreign experiments is a requirement of today [10].

Review of Thematic Literature

The issue of synergistic development of the tourism sector has been the focus of international and domestic scientists, economists and industry experts in recent decades.

This issue is analyzed in many ways in relation to the clustering of Tourism, inter-sectoral cooperation, innovative ecosystems and strategies to increase competitiveness.

M.. Cluster theory, developed by Porter, forms the theoretical basis of a synergistic approach in the field of Tourism. He argues that the functional correlation and territorial proximity between subjects in economic sectors increases their effectiveness. In the field of tourism, this concept implies a solid cooperation between hotels, transport, catering, entertainment services and cultural facilities. However, if viewed from a critical point of view, the Porter model, while consistent with territorial clusters, does not fully cover digital integration and transnational cooperation in times of global competition [11].

F.. Kotler and his co-authors, in their research in the field of tourism marketing and positioning, emphasize the importance of harmony between service industries in the formation of a tourist product. According to them, the impression of a tourist is formed not only by one service, but also by the potential of the whole experience. In this respect, the synergistic approach is closely related to marketing strategies. However, while the Kotler concept has a high emphasis on quality of service, cooperation in infrastructure and management mechanisms has not been sufficiently illuminated [12].

X.. Weigand and J. And by Kunstler, while studying service ecosystems in tourism, they evaluate resource exchange and innovative cooperation between tourism entities (hotels, guides, restaurants, public institutions and local communities) as an effective ecosystem. In their opinion, synergy in tourism increases not only the quality of service, but also the social capital of society. This view, in turn, sees tourism not only as economic, but also as a social process [13].

A.. In his scientific research, Che reflects on the role of local handicrafts and food producers in the tourist service chain by synergistic analysis of the link between Tourism and the local economy. His study argues that the efficient attraction of local resources provides social justice and economic inclusion through tourism. However, the author's work is largely based on experience in developed countries, and direct application to poor or transforming countries is limited [14].

The UNWTO organization's reports put forward the concept of "Integrated Tourism Development" (Integrated Tourism Development) within synergistic tourism models. Strategic cooperation between public politicians, the private sector, educational institutions and public organizations is central to this model. At the same time, reports point out that there is an increasing trend in tourism to strengthen synergy through the digital platform, intellectual logistics and data exchange.

At the same time, some scholars critically argue that the synergistic approach can present problems of excessive bureaucracy, difficult decision-making, and clear distribution of responsibility. In such conditions, mutual trust, targeted agreements and an effective management model are necessary between the subjects of each network for cooperation to be effective.

Thus, from the analysis of the literature, it is known that synergistic development in tourism is a theoretically grounded and practically demanding approach that plays a decisive role in the transformation of tourism into a stable, flexible and economically efficient network.

The concept of synergistic development of tourism is important not only in increasing economic interest, but also in solving such comprehensive tasks as cross-sectoral innovation, rational use of resources and social justice. In this regard, scientists

from different countries and international experts have proposed a number of theoretical models and practical instructions.

R.. The life cycle model of Tourism developed by Batler states that different strategies should be used depending on the stages of development of tourist destination. From this model, synergistic development is considered very important, especially in the stages of Destination "growth" and "stabilization". Because it is at these stages that individual sectors of tourism are activated, and the need for coordination between them increases.

Pine, Michael Hall, and John Jenkins, however, put forward the concept of experience Tourism (experience economy), seeing tourism as a complex "ecosystem of impressions" rather than a service.[8] in their opinion, every point in tourism – from a hotel to a museum or restaurant – should be as harmonious as part of one scenario. This view reinterprets the synergistic approach in the context of modern experimental economics.

D.. Harris and J. Lee focuses on the legal and managerial structures of synergistic cooperation in his research. They argue that synergy not only does not pay off, but also leads to a crisis, if the authority and responsibility in the multiactor system in tourism (state, business, public organizations, local residents) are not clearly distributed. Therefore, they note the need for a clear legal platform, agreed strategy and open communication to carry out synergistic cooperation.

Mario D'angelo and Paul Van Der Burg, on the other hand, propose a model for the development of cultural tourism through clustering, using the example of cities and historical destinations. According to their analysis in practice, when museums, theaters, cultural events, hotels and Urban Logistics located close to each other are managed as one whole cluster, the number and expenditure of tourists increases several times. This study shows that synergistic models in cultural tourism can give a tangible economic result.

C.. As a global tourism and regional policy expert by Michael Hall, he views synergy in tourism in terms of territorial integration and trans ' Judaic cooperation [15]. In his opinion, innovation and sustainable development in the field of tourism depend precisely on cross-sector and interstate cooperation. For this reason, it recommends sharing data between regions, generalizing investment potential and acting together in personnel trainin.

2. Materials and Methods

This research technique uses qualitative holistic approach that makes it inclined to study the foreign experience on synergistic development in the tourism industry. The process of the investigation follows the fairly systematic and logical analysis, comparative assessment, inductive- and deductive-based reasons. It mainly focuses on understanding how successful France, Singapore, Japan, Turkey, and Italy were in the implementation of synergistic modeling by means of integrating tourism involved activities, such as hospitality, transport, and gastronomy, cultural heritage, and digital services. This was achieved by developing a theoretical assemblage of synergy in tourism; this was accomplished through the integration of academic texts, official reviews of international tourism organizations (mainly UNWTO) and policy reports. Founded on secondary information, comparative case studies overview the institutional arrangements, the cooperation of stakeholders, digital infrastructure, and the financial support mechanism in the mentioned nations. Cases are summarized in tables which identify key mechanisms, the parties involved and results. This model helped the researcher to summarize the best arts and evaluate their feasibility in the case of Uzbekistan. Furthermore, the use of grouping and monographic analysis highlighted similar features in the observed synergistic systems, e.g., the features of the public-private partnership and digital platform paradigm or cluster models, and compared them with the fragmented constructions present in Uzbekistan at present. Overall, the methodology is a well-planned but flexible

strategy to narrow the gap between theory and practice and give a contextual policy guidance regarding the integrated and competitive tourism development in Uzbekistan.

3. Results and Discussion

Tourism today manifests as a multi-functional area that provides economic growth, social stability and cultural dialogue on a global scale. Its interdisciplinarity and formation as a complex ecosystem makes it necessary to integrate deeply with other networks. Successful tourism models in the world show that the continuous and sustainable development of tourism is ensured only when it is based on synergistic cooperation between networks. Synergy is not some branch of tourism, but a mechanism for maximizing the overall effect through coordination, resource cohesion, and value added between them, see Table 1.

Table 1. Experiences of foreign countries of synergistic development of Tourism networks.

№	Countries	Synergistic mechanisms	Key results
1	France	Integration of tourism clusters, cultural and gastronomic destinations	€58 billion in revenue from tourism (2023), domestic tourism is also rirojled
2	Singapore	Digital platform ("VisitSingapore") combining transport, accommodation and events	In 2019, 19.1 million tourists visited the country.
3	Japan	Smart Tourism platform, digital services and R & D integration	Innovative tourist services, internal logistics optimized
4	Turkey	Local government and private sector cooperation, thematic routes	51.2 million tourists visited Turkey in 2022
5	Italy	Clustering of cultural heritage, gastronomy and local crafts	The tourism sector accounted for 13.5% of GDP, serving to promote local production

The table above shows the mechanisms implemented for the synergistic development of tourism in France, Singapore, Japan, Turkey and Italy, their results.

France is one of the world's largest tourist-receiving countries. The cluster model has been widely used in the development of the tourism sector in the country. The table above shows the mechanisms implemented for the synergistic development of tourism in France, Singapore, Japan, Turkey and Italy, their results.

France is one of the world's largest tourist-receiving countries. The cluster model has been widely used in the development of the tourism sector in the country. In particular, tourist areas such as Provence, the coast of Lazur, Bordeaux and Lyon are harmonized in the form of cultural heritage sites, gastronomy, hotel service, points of sale and local crafts clusters.

Digital transformation and integrated infrastructure are a priority in the development of tourism in Singapore. Through the digital platform "VisitSingapore", hotels, transport, events and tourist facilities are integrated into a single Information System.

Japan is one of the countries that has brought the quality of services to a high level by synergistically introducing innovative technologies in tourism. In the country, the concept of "Smart Tourism" has been introduced into wide practice, and all services in the field of tourism have been digitized.

Tourism in Turkey is formed not only as an economic sphere, but also as a driver of regional development. Thematic tourist routes have been created in the country on the

basis of institutional cooperation between local authorities, the private sector and government agencies.

Tourism in Italy is closely linked to cultural and gastronomic heritage. In the country, cultural objects, local cuisine and crafts are organized in the form of clusters. It is this cross-sectoral integration that created the tourism model that serves the national economy, see Table 2.

Table 2. Elements that provide synergistic development of tourism in foreign countries.

Nº	Countries	Partner subjects	Performance mesanism	Supporting mechanism
1	France	Ministry of tourism, local authorities, private sector, cultural institutions	Coordination through the governing boards of regional clusters	Subdivisions, tax breaks, educational programs
2	Singapore	Singapore Tourism Board (STB), private IT companies, airport and hotels	Integration and control of services through the Sifravoy platform	Innovation grants, digital infrastructure investments
3	Japan	Ministry of Tourism of Japan, local authorities, technology companies	Public private sector partnership based on Smart Tourism Strategy	Government grants, joint investments in IT platforms
4	Turkey	Local Government, Ministry of tourism, hotel associations, entrepreneurs	Targeted management of thematic tourist routes at the local level	Tourism investment funds, propaganda programs
5	Italy	Cultural heritage agencies, municipalities and gastronomic associations.	Development of urban infrastructure based on cluster projects	EU application, local cluster funds

The table above analyzes the main elements that ensure the synergistic development of tourism in France, Singapore, Japan, Turkey and Italy.

The main subjects involved in the synergistic development of the tourism sector in France are the Ministry of Tourism, local authorities, the private sector and cultural institutions. These entities are coordinated through the governing boards of territorial clusters. Each region has a cluster-based strategic management with the aim of harmonizing tourism infrastructure, improving the quality of Service and branding. An incentive for the development of the network is provided by the state through subsidies, tax incentives and educational programs specializing in tourism.

Singapore Tourism Board (STB), IT companies, airport administration and hotel operators are actively involved in implementing the synergistic tourism model in Singapore. The main execution mechanism is the digital platform "VisitSingapore", through which all directions of tourism services are combined. This system provides digital analysis and inter-network collaboration for service providers while providing tourist facilities. The government provides investment for innovation grants and digital infrastructure development.

Tourism in Japan is based on cooperation between the Japan Tourism Agency, local authorities and technology companies. In tourism, service providers are harmonized through digital systems based on the Smart Tourism Strategy. Services are integrated on the basis of QR codes, R & D and electronic tickets. Such an approach effectively organizes

tourism logistics, not only for the convenience of tourists. Projects are supported through government grants and joint investments in private IT platforms.

In Turkey, the Ministry of Tourism, local authorities, hotel associations and private entrepreneurs are united as participants in the development of Tourism. The main mechanism is to coordinate infrastructure through targeted management of thematic tourist routes at the local level. Tourists move along the routes formed on a particular topic (mutolaa tourism, Hajj tourism, Sea tourism, etc. The state supports this process through tourism investment funds, agitation programs, and grants.

In Italy, cooperation between cultural heritage agencies, municipalities and gastronomic associations is a major factor in the synergistic management of Tourism. Tourism projects are based on Cluster-shaped infrastructure development. Cultural heritage, dining and crafts are transformed into major components of tourism services. Small and medium-sized businesses in tourism are supported through EU projects in conjunction with state and local foundations.

In recent years, tourism in Uzbekistan has been recognized at the level of Public Policy. The rich historical and cultural heritage in the country, natural climatic conditions, national traditions and craft potential can make it a special place on the international tourism map. And in order to fully exploit the potential of Tourism and make it a driver of the economy, fundamental reforms are being carried out in the industry:

- a. Visa-free regime has been introduced for more than 90 countries;
- b. infrastructure has been radically updated in historic cities;
- c. Air traffic was expanded based on the "Open Sky" mode;
- d. electronic visa and "online" tourism services have been introduced.

However, practical results show that in order to fully achieve the result of these reforms, it is necessary to strengthen cooperation between tourism sectors, ensure their interdependence and functioning as a single system aimed at one goal. For example, without the integration of hotel and transport services, the convenience of tourists is lost. Also, the incongruity of trade, catering, crafts and guide services around cultural heritage sites prevents the full development of the tourist experience.

The lack of a synergistic approach in many cases presents the following problems: the non-destructive development of tourism infrastructure; imbalances in the quality and standardization of tourism services; poor tourism logistics and low level of competitiveness; limited participation of local producers and artisans.

In order to overcome these problems and maximize economic benefits from tourism, it is very important to study in depth foreign experiences, in particular to analyze how synergistic tourism models are being implemented in countries such as France, Singapore, Japan and Turkey. Tourism in these countries is considered not only as a "trip", but as a central element of the "value chain". That is, each type of service (hotel, food, culture, logistics, service, etc.) is closely connected.

To ensure the sustainable and competitive development of tourism in Uzbekistan, as well as to completely reorganize the industry, that is, to unite tourism sectors on a synergistic basis, to implement infrastructure, organizational and digital integration is a requirement of the period. This leads not only to the creation of comfortable and complex services for tourists, but also to the activation of various segments of the local economy. Therefore, the scientific study of this topic and the development of solutions suitable for the conditions of the country have significant relevance.

4. Conclusion

The tourism industry is a complex system that connects economic, social and cultural processes. Its effective development is associated not only with the development of individual sectors, but also with their coordination on the basis of a single synergistic mechanism. This article analyzes the experiences of developing tourism on a synergistic

basis in foreign countries - France, Singapore, Japan, Turkey and Italy, and draws the following main conclusions:

- a. Synergy increases efficiency. The interaction between all services of tourism - hotel, transport, cultural facilities, catering, trade and information services-increases the value of the tourist product and reduces spending. When each network operates in a union with the other, the overall result is strengthened and the effect of "1+1=3" is achieved.
- b. Collaborative management is necessary. From foreign practices, it can be seen that for the successful implementation of synergistic development, a clear distribution of tasks, institutionalized cooperation and a unified strategy between state organizations, the private sector and local authorities are important.
- c. Digital technology is an important driver. As seen in the case of Singapore and Japan, digitization, online platforms, QR codes, R & D and Smart Tourism systems facilitate the connection between networks in tourism, increase quality and provide tourist comfort.
- d. It is imperative to attract the local economy. The experience of Italy and Turkey shows that when tourism sectors are harmonized with local producers, artisans, farmers and food clusters, it not only enriches the tourist product, but also ensures territorial economic growth.
- e. Special support mechanisms are needed. For the formation of excellent cluster systems, state incentives, grants, investment funds and educational programs should be introduced.

Despite the high tourism potential in Uzbekistan, the mechanism of inter-sectoral cooperation has not yet been sufficiently formed. Therefore, the following recommendations are relevant:

- a. Creation of a Synergy Platform of National Tourism. Integration of hotel, transport, guide, event, Museum and other services through a single electronic platform with the participation of the public and private sectors.
- b. Development of regional clusters despite the high tourism potential in Uzbekistan, the mechanism of inter-sectoral cooperation has not yet been sufficiently formed. Therefore, the following recommendations are relevant:
- c. Creation of a Synergy Platform of National Tourism. Integration of hotel, transport, guide, event, Museum and other services through a single electronic platform with the participation of the public and private sectors.
- d. Development of regional clusters. Establish clusters in Samarkand, Bukhara, Khiva, Shahrisabz and other tourism centers that combine cultural, gastronomic and craft routes.
- e. Innovation and the introduction of digital solutions. Integration of services for tourists through mobile applications, R & D, electronic tickets, QR-code services.
- f. Strengthening personnel capacity in tourism. Targeted organization of training of managers, IT specialists and tourist personnel with synergistic management skills.
- g. Attract local participants. Active involvement of small businesses, mercenaries, agricultural producers in tourism regions in the tourism chain.

In conclusion, synergistic development in the field of tourism is the basis of the future tourism model. This model not only increases the quality of tourism services in Uzbekistan, but can also become a strategic tool that provides sustainable economic growth and social justice in society.

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