COORDINATION CENTER AS A SYSTEM-FORMING ELEMENT OF TOURISM CLUSTER MANAGEMENT

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Abstract: This paper examines the role of a coordination center within the management system of tourism clusters. It argues that insufficient coordination among stakeholders in the tourism industry limits the effective utilization of regional tourism potential. The study proposes considering the coordination center as a system-forming element that ensures strategic planning, facilitates cooperation between government and business, supports joint projects, and monitors the performance of tourism cluster development.

Keywords: coordination center, tourism cluster, management, regional development, tourist destination, public-private partnership, Uzbekistan.

Main Text

The development of tourism clusters has become one of the key approaches to enhancing regional competitiveness and promoting socio-economic development. A tourism cluster represents a system of interaction among tourism enterprises, infrastructure organizations, educational institutions, government authorities, local communities, and other stakeholders involved in creating an integrated tourism product.

One of the major challenges in tourism cluster management is the fragmented interaction among participants. In practice, government programs, business initiatives, educational projects, infrastructure development, and marketing activities are often implemented independently rather than through coordinated efforts. This reduces the efficient use of regional tourism potential, increases transaction costs, and hinders the creation of a unified and competitive tourism product.

Under these circumstances, establishing a **Tourism Cluster Coordination Center** becomes particularly important. Such a structure can serve as the connecting link between the strategic, coordination, and operational levels of management.

At the **strategic level**, the coordination center aligns regional tourism development programs with national priorities.

At the **coordination level**, it facilitates cooperation among government agencies, private businesses, educational institutions, and infrastructure organizations.

At the **operational level**, the center supports the implementation of specific projects, promotes tourism routes, facilitates information exchange, and monitors project outcomes.

The principal functions of the coordination center may include:

- developing the tourism cluster development strategy;
- maintaining a database of cluster participants;
- coordinating joint marketing activities;
- supporting investment and infrastructure projects;
- organizing educational and professional development programs;
- implementing digital management tools;
- evaluating the performance and effectiveness of the tourism cluster.

An important advantage of this model is that the coordination center does not replace market participants; instead, it creates favorable conditions for more efficient cooperation and interaction among them.

For the Republic of Uzbekistan, implementing a coordination center model is particularly relevant due to the need to improve the management of tourism destinations such as **Samarkand, Bukhara, Khorezm, Tashkent**, and other regions. These territories possess significant tourism potential; however, realizing this potential requires not only infrastructure investment but also a sustainable coordination mechanism that effectively integrates all stakeholders.

Therefore, the coordination center can become the system-forming element of tourism cluster management, enabling the transition from a fragmented administrative model to an integrated management system. Such a system should be based on cooperation among government institutions, businesses, educational organizations, and local communities, while also utilizing digital monitoring and analytical tools.

Conclusion

The establishment of a Tourism Cluster Coordination Center would improve coordination among stakeholders, strengthen project management, enhance the promotion of tourism destinations, and ensure more effective utilization of regional tourism potential. For Uzbekistan, this model could become a practical mechanism for increasing the competitiveness of the tourism industry and promoting the sustainable socio-economic development of its regions.

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