portance of intellectual capital in corporate valuation, demonstrating that conventional financial indicators alone are inadequate for capturing the complete value of an organization.

Novelty: The research proposes innovative financial management approaches, including AI-powered technologies and predictive analytics, which introduce advanced methods for measuring and integrating intellectual capital into corporate valuation processes.

Organizations possessing strong intellectual capital consistently demonstrate superior performance compared to competitors in terms of growth, profitability, and resilience during periods of economic instability.

The effective evaluation and incorporation of intellectual capital contribute to more informed managerial decision-making and stronger strategic alignment within organizations.

Adoption of Advanced Analytics: Organizations should invest in sophisticated data analytics and AI-based technologies to improve the precision and reliability of intellectual capital assessment.

Standardization of Measurement Frameworks: It is necessary to develop and implement standardized benchmarks for intellectual capital measurement in order to ensure consistency and comparability across organizations and industries.

Promotion of Interorganizational Learning: Companies should encourage collaborative learning and knowledge exchange with external stakeholders to continuously strengthen intellectual capital.

These findings highlight the necessity of recognizing and integrating intellectual capital into corporate valuation frameworks, thereby enabling a more comprehensive understanding of an organization's actual value.

CONCLUSION. This study underscores the essential role of intellectual capital in corporate valuation, emphasizing its contribution to innovation, competitive advantage, and long-term organizational sustainability. The research confirms the effectiveness of advanced financial management instruments and AI-driven analytics in accurately measuring and integrating intellectual capital into evaluation processes. The findings indicate that elevated levels of human, structural, and relational capital substantially enhance organizational performance. Although the measurement of intangible assets remains challenging, the implementation of standardized benchmarks and advanced analytical techniques significantly improves the reliability of intellectual capital assessment.

Novelty: The study introduces innovative approaches to intellectual capital assessment by demonstrating the applicability of AI-driven technologies and predictive analytics as modern methodologies for comprehensive corporate valuation.

Recommendations:

Adopt Advanced Analytics: Organizations should invest in AI-based analytical tools to improve the accuracy and effectiveness of intellectual capital measurement.

Standardize Measurement Frameworks: Companies should establish and implement standardized measurement benchmarks to ensure consistency and comparability among organizations.

Promote Interorganizational Learning: Organizations should foster collaborative knowledge-sharing practices to continuously enhance intellectual capital development.

Practical Application: The findings can assist organizations in refining corporate valuation practices, enabling a more holistic understanding of organizational value and improving strategic alignment.

Future Research Directions: Future studies should investigate the integration of additional intangible assets and explore the development of more advanced AI-driven models to further enhance the precision of intellectual capital measurement.

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CALCULATION OF THE OVERALL IMPACT OF BUSINESS TOURISM ON KAZAKHSTAN'S ECONOMY

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ABSTRACT. Business tourism is one of the most rapidly growing segments of the tourism industry and plays a significant role in the socioeconomic development of countries. Hosting international conferences, exhibitions, forums, and corporate events

contributes to the development of business ties and the exchange of knowledge and technology, while also stimulating the development of urban infrastructure. Due to higher tourist spending and relatively low seasonality, business tourism generates a significant economic impact for host regions. The study is based on economic-statistical analysis, forecasting, and multiplier-based assessment of tourism expenditure. The direct economic effect is determined based on the calculation of business tourists' expenditures, while the indirect effect is estimated using the tourism multiplier, which reflects the spillover of tourism spending into related sectors of the economy.

The findings show that business tourism has a significant impact on the country's economy through direct, indirect, and financial effects. The results indicate that the growth in the number of business tourists and the increase in their spending contribute to higher revenues in the service sector and the development of tourism infrastructure. The findings confirm that business tourism can serve as an important factor in economic growth and in enhancing Kazakhstan's international competitiveness as a destination for business events.

KEYWORDS: Business tourism, MICE industry, economic impact, tourism multiplier, economic development, tourism infrastructure of Kazakhstan.

Расчёт интегрального совокупного эффекта влияния делового туризма на экономику Казахстана

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АННОТАЦИЯ. Деловой туризм является одним из наиболее динамично развивающихся сегментов туристской индустрии и играет важную роль в социально-экономическом развитии стран. Проведение международных конференций, выставок, форумов и корпоративных мероприятий способствует развитию деловых связей, обмену знаниями и технологиями, а также стимулирует развитие городской инфраструктуры. Благодаря более высокому уровню расходов туристов и относительно низкой сезонности деловой туризм формирует значительный экономический эффект для принимающих территорий. Методологическую основу исследования составляют методы экономико-статистического анализа, прогнозирования и мультипликативной оценки туристских расходов. Прямой экономический эффект определяется на основе расчёта расходов деловых туристов, тогда как косвенный эффект оценивается с использованием туристского мультипликатора, отражающего распространение туристских расходов на смежные отрасли экономики.

Результаты исследования показывают, что деловой туризм оказывает значительное влияние на экономику страны за счёт прямых, косвенных и финансовых эффектов. Установлено, что рост числа деловых туристов и увеличение их расходов способствует увеличению доходов сферы услуг и развитию туристской инфраструктуры. Полученные результаты подтверждают, что деловой туризм может выступать важным фактором экономического роста и повышения международной конкурентоспособности Казахстана как дестинации для проведения деловых мероприятий.

КЛЮЧЕВЫЕ СЛОВА: Деловой туризм, MICE-индустрия, экономический эффект, туристский мультипликатор, экономическое развитие, туристская инфраструктура Казахстана.

Іскерлік туризмнің Қазақстан экономикасына ықпалының интегралды жиынтық әсерін есептеу

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АҢДАТПА. Іскерлік туризм туристік индустрияның қарқынды дамып келе жатқан сегменттерінің бірі болып табылады және елдердің әлеуметтік-экономикалық дамуында маңызды рөл атқарады. Халықаралық конференциялар, көрмелер, форумдар мен корпоративтік іс-шараларды өткізу іскерлік байланыстарды дамытуға, білім мен технологиялармен алмасуға ықпал етеді, сондай-ақ қалалық инфрақұрылымды дамытуды ынталандырады. Туристер шығындарының жоғары деңгейіне және маусымдылықтың салыстырмалы түрде төмен болуына байланысты Іскерлік туризм қабылдаушы аумақтар үшін айтарлықтай экономикалық әсер етеді. Зерттеудің әдіснамалық негізі экономикалық және статистикалық талдау, туристік шығындарды болжау және мультипликативті бағалау әдістері болып табылады. Тікелей экономикалық әсер іскери туристердің шығындарын есептеу негізінде анықталады, ал жанама әсер туристік шығындардың экономиканың аралас салаларына таралуын көрсететін туристік мультипликаторды қолдану арқылы бағаланады.

Зерттеу нәтижелері іскерлік туризмнің тікелей, жанама және қаржылық әсерлер арқылы ел экономикасына айтарлықтай әсер ететінін көрсетеді. Іскер туристер санының өсуі және олардың шығыстарының ұлғаюы қызмет көрсету саласының кірістерін ұлғайтуға және туристік инфрақұрылымды дамытуға ықпал ететіні анықталды. Алынған нәтижелер Іскерлік туризм іскерлік іс-шараларды өткізу үшін дестинация ретінде Қазақстанның экономикалық өсуі мен халықаралық бәсекеге қабілеттілігін арттырудың маңызды факторы бола алатынын растайды.

ТҮЙІН СӨЗДЕР: Іскерлік туризм, MICE-индустрия, экономикалық әсер, туристік мультипликатор, Экономикалық даму, Қазақстанның туристік инфрақұрылымы.

INTRODUCTION. Business tourism is currently one of the most dynamically developing segments of the tourism industry and exerts a substantial influence on the economic development of host territories. Its importance is determined not only by the growing number of international conferences, forums, exhibitions, and corporate events, but also by the high level of spending by business travelers, relatively low seasonality of demand, and the significant involvement of related sectors of the economy. For Kazakhstan, the development of business tourism is of particular relevance due to the need to diversify the national economy, expand the service sector, increase international business activity, and strengthen the competitiveness of the country's major cities as venues for international events.

Despite the growing academic and practical interest in the MICE segment, the issue of quantitatively assessing the contribution of business tourism to the national economy remains insufficiently studied in Kazakhstan. Existing studies mainly focus on individual indicators of tourism activity or on the general contribution of tourism to socio-economic development. However, the integral aggregate effect of business tourism, taking into account both direct and indirect financial flows generated by tourism expenditure, has not been sufficiently examined. This determines the scientific and practical relevance of the present study.

The aim of this study is to assess the overall economic impact of business tourism on the economy of the Republic of Kazakhstan based on an analysis of the direct and indirect financial flows generated by tourism expenditures. In accordance with this aim, the study addresses the following objectives: to examine the current role of business

tourism in the structure of the tourism industry; to analyze the statistical indicators characterizing the development of business tourism in Kazakhstan; to determine the direct economic effect generated by business tourists' expenditures; to assess the indirect effect using the tourism multiplier; and to forecast the growth of the economic impact of business tourism in the medium term.

The object of the study is business tourism in the Republic of Kazakhstan as a segment of the tourism industry that generates direct and indirect economic effects through expenditures on business trips, conferences, exhibitions, forums, and other MICE events.

MATERIAL AND METHODS OF RESEARCH. The methodological framework of the study is based on the application of a set of general scientific and economic-statistical methods of analysis, which allow determining the impact of business tourism on the country's economic development. The study employs a systematic approach to analyzing business tourism as a key component of the tourism industry and one of the drivers of the service sector's development.

The theoretical framework of this study is based on scholarly works by domestic and foreign authors in the fields of tourism economics, tourism industry management, and the development of the MICE sector (Meetings, Incentives, Conferences, Exhibitions), as well as analytical materials from international organizations and statistical data from national agencies.

The information base for the study consisted of statistical data from the National Statistics Bureau of the Republic of Kazakhstan, reports from international tourism organizations, as well as data from analytical studies devoted to the development of business tourism and the events industry.

To achieve the research objective, the following methods were applied: the method of economic and statistical analysis - this method was used to analyze trends in tourist flows, the expenditure structure of business tourists, and changes in key indicators of the tourism industry. Analysis of statistical data made it possible to identify trends in the development of business tourism and assess its impact on the country's economy; the method of calculating the direct economic effect - the direct economic effect was determined based on the calculation of the total expenditures of business tourists. For this purpose, a model was used based on the product of the number of business tourists and the average expenditure per tourist. This indicator allows for determining the direct revenues of enterprises in the tourism industry and related sectors; multiplier analysis method to assess the indirect impact of business tourism on the economy, the tourism multiplier model was used. This method allows for determining the aggregate economic effect of tourism expenditures, taking into account their spillover effects on related sectors of the economy, such as transportation, the hotel industry, food services, retail, and the service sector; econometric modeling method; forecasting method - to assess the prospects for the development of business tourism, a trend forecasting method was applied, based on the extrapolation of existing trends in the growth of tourist flows and tourist expenditures.

The comprehensive application of these methods made it possible to determine the direct and indirect economic impact of business tourism and to develop a forecast for the growth of this segment of the tourism industry. The research methodology employed enables a comprehensive assessment of the impact of business tourism on Kazakhstan's economy and helps to identify its significance as a key driver of the national economy.

Literature Review. In the academic literature, business tourism is regarded as one of the most profitable and sustainable segments of the tourism industry, encompassing business travel and the meetings, events, conventions, and exhibitions (MICE) sector. Recent studies show that this segment is characterized by higher visitor spending compared to a number of other types of tourism, as well as a significant contribution to employment, accommodation services, transportation, and the local economy. According to GBTA data, the global business travel market has recovered from the post-pandemic downturn and reached a new high in 2025 - approximately $1.57 trillion - confirming the high economic significance of business travel in the global economy [1].

One of the core areas of research in business tourism is the assessment of the economic impact of meetings and conferences. In their paper, Jones C. and Li S. examine business events using the satellite account approach; the authors demonstrate that meetings and conferences can be evaluated not only through participants' direct expenditures but also through broader effects on the host region's economy. Their study is significant in that it proposes a shift from descriptive analysis to a more formalized system for assessing the contribution of MICE to output, employment, and value added [2].

A similar position is taken by Hanly P.A., who studied Ireland's international association conference market. The author concludes that conferences and meetings are a significant source of national income and foreign exchange earnings, and their contribution extends to a number of related economic sectors. This work is particularly relevant to our topic, as it demonstrates the applicability of economic impact calculations specifically to the business events segment, rather than to tourism as a whole [3].

The issues surrounding the multiplier effect of tourism have been most thoroughly explored in the works of Larry Dwyer, Peter Forsyth, and Robert Spurr [4]. Their work demonstrates that an assessment of tourism's impact on the economy must account not only for visitors' direct expenditures but also for indirect and induced effects arising through inter-sectoral linkages and income redistribution. Dwyer and his co-authors also point out that simplified calculations of the economic effect may overestimate the final result if macroeconomic constraints and the crowding-out effect are not taken into account. Therefore, for a more accurate analysis, it is proposed to use input-output, TSA, and computable general equilibrium models. This is particularly important for this article, as the calculation of the aggregate economic effect of business tourism must be based on a combination of direct income and the multiplier effect, rather than solely on an estimate of a single tourist's expenditures. A separate area of research concerns the convention and exhibition industry. A seminal study by Kim, S. S., Chon, K., and Chung, K. Y.[5] on the convention industry in South Korea demonstrated that convention and exhibition activities can generate significant output, employment, and tax revenues, and therefore should be considered an independent source of economic growth. Although the study was conducted using Korea as a case study, it is widely cited as one of the earliest pieces of evidence demonstrating that the MICE sector can have a powerful cross-sectoral impact on regional and national economies. Later studies have placed greater emphasis on the behavior of business event participants and the competitiveness of destinations. Thus, the study shows that a convention venue's sustainable competitive advantage is determined not only by infrastructure but also by service quality, venue convenience, logistics, and the operators' ability to adapt to the requirements of various types of organizers. These findings are important for understanding that the economic impact of business

tourism does not arise automatically but depends on the quality of destination and venue management. Donald Getz and Stephen Page [6] have made a significant contribution to the literature on event studies, treating event studies and event tourism as an independent field of scientific analysis. Reviews cited by later authors emphasize that events should be evaluated simultaneously as social, managerial, and economic phenomena. For the MICE sector, this means that the calculation of economic impact must be integrated into a broader framework for managing events, destinations, and stakeholders. From a destination management perspective, research on convention bureaus and destination marketing organizations plays a significant role. Encyclopedic and applied works on Convention and Visitors Bureaus (CVBs/Convention Bureaus) note that such organizations perform functions related to market coordination, marketing, bid support, and the promotion of the destination as a product for meetings and conventions. More recent publications and studies on the differences between CBs and CVBs show that the presence of an effective convention bureau enhances a region's ability to attract events and work systematically with organizers. This is particularly relevant for Kazakhstan, where institutional coordination of the MICE market remains a developing area.

A significant body of research is devoted to the digitalization of tourism and innovative management tools. Studies on the digitalization of tourism operations and the digital customer journey emphasize that digital communication channels, CRM, platform solutions, and data analytics are becoming key factors in the competitiveness of the tourism industry. In related literature on hospitality and tourism, Bulchand-Gidumal [7] demonstrates that artificial intelligence and digital tools enhance CRM capabilities, personalization, and revenue management. For business tourism, this translates to higher conversion rates for bookings, improved demand management, and more accurate forecasting of the financial outcomes of events.

Research specifically focused on MICE and digital solutions increasingly discusses the impact of CRM, event technology, and analytics on the industry's performance. Although there are still relatively few highly specialized academic studies on CRM in MICE, applied and industry publications indicate that digital customer and event management systems enhance the effectiveness of attracting organizers and improve services for delegates. This is important in the context of this topic because innovative management methods serve as an intermediary link between business tourism infrastructure and its ultimate economic impact. For Kazakhstan, studies focusing on the local MICE market and the country's tourism development are of particular interest. The work by V. Taipakova [8] on Astana demonstrates the interrelationship between the factors of MICE tourism development in the capital and emphasizes the importance of institutional cooperation, infrastructure, and event organization for the destination's competitiveness. In a broader context, Kenzhebekov N. and co-authors [9] link the development of tourism in Kazakhstan to regional development and the logic of the experience economy, which underscores the need to view tourism not only as a service sector but also as a driver of regional growth. These studies are important, but they do not provide a comprehensive model for calculating the integral aggregate effect of business tourism on Kazakhstan's economy. Thus, the existing literature allows us to identify several consistent scientific approaches. First, business tourism and the MICE industry are recognized as significant sources of revenue, employment, and business activity. Second, the most accurate assessment of their contribution requires accounting for direct, indirect, and induced effects, as confirmed by scholarly works. Third, contemporary research increasingly links the magnitude of the economic effect to the quality of destination management, the activities of convention bureaus, and the degree of process digitalization. At the same time, a research gap persists for Kazakhstan: there is a lack of studies that specifically calculate the integral aggregate effect of business tourism on the country's economy, taking into account multiplier effects and management factors. Therefore, this study aims to fill this gap and adapt international approaches to the conditions in Kazakhstan.

RESULTS AND THEIR DISCUSSION. In today's context of globalization and increasing international economic integration, business tourism is emerging as one of the most dynamically developing segments of the tourism industry. The hosting of international conferences, forums, exhibitions, and corporate events fosters the development of business contacts and the exchange of knowledge and technology, while also stimulating economic activity in host regions. Unlike traditional forms of tourism, business tourism is characterized by higher tourist spending and lower seasonality, which ensures stable revenue for service sector enterprises and related economic sectors.

Globally, business tourism is viewed as a key driver of economic growth and urban infrastructure development. According to studies by international organizations, business travelers' spending generates a significant multiplier effect, stimulating the growth of the hospitality industry, transportation, food service, retail, and cultural and entertainment sectors. As a result, a comprehensive impact on the economy is generated, manifesting itself both in direct industry revenues and in indirect and induced economic effects.

For countries with an emerging tourism industry, including Kazakhstan, the development of business tourism is of strategic importance. Kazakhstan has significant potential for developing the MICE (Meetings, Incentives, Conferences, Exhibitions) segment thanks to its advantageous geographical location, the development of its business infrastructure, and its active participation in international economic and political initiatives. In recent years, the country has seen a rise in the number of international forums, exhibitions, and business events held in major cities, primarily in Astana and Almaty.

Despite growing interest in the development of business tourism, questions regarding the quantitative assessment of its impact on the country's economy remain insufficiently researched. Scientific literature and statistical studies most often examine individual indicators of tourism activity, whereas a comprehensive assessment of the aggregate economic effect of business tourism, taking into account both direct and indirect economic impacts, is limited.

In this regard, the development of methodological approaches to assessing the overall aggregate impact of business tourism—which make it possible to determine its contribution to the country's economic development—has become particularly relevant. The use of models of direct and multiplier effects, as well as econometric methods of analysis, allows for a more accurate assessment of the scale of the economic impact of business travel and the identification of development prospects for this segment of the tourism industry.

The assessment of the aggregate economic impact of business tourism on the economy of the Republic of Kazakhstan was conducted based on a model of direct and indirect effects of tourism expenditures. The calculation methodology involves determining the direct revenues of the business tourism industry, as well as their multiplier

effect on related sectors of the economy.

The year 2024 was selected as the base period for the calculations, as this period is characterized by the stabilization of international business travel following pandemic restrictions and reflects the current structure of the business tourism market.

The following indicators were used for the calculations [9]:

- base year for the study – 2024;
- number of business travelers in 2024 – 842,000;
- average expenditure per business traveler during their stay – 262,500 tenge;
- projected annual growth in the number of business tourists – 4.7%;
- projected annual growth in business tourist spending – 3.4%.

The development of business tourism infrastructure, the expansion of international events, and the increased investment attractiveness of Kazakhstan's business centers allow for a forecast of steady growth in the number of business trips.

The forecast for the number of business tourists was calculated based on an annual growth rate of 4.7%:

2025

842,000 × 1.047 = 881,574 people

2026

881,574 × 1.047 = 922,998 people

2027

922,998 × 1.047 = 966,379 people

2028

966,379 × 1.047 = 1,011,799 people

The average duration of business events is approximately three days. The cost structure for a business traveler includes expenses for accommodation, meals, conference venue rentals, intra-city transportation, cultural programs, and related services.

Taking into account the projected annual increase in spending of 3.4%, the cost per business tourist will be:

2025

262.5 × 1.034 = 271,430 tenge

2026

271.43 × 1.034 = 280,660 tenge

2027

280,660 × 1.034 = 290,200 tenge

2028

290,200 × 1.034 = 300,070 tenge

Revenue from the business tourism industry is calculated as the product of the number of business tourists and the average expenditure per tourist.

Calculation of direct revenue:

2025

881,574 × 271.43 thousand tenge = 239.30 billion tenge

2026

922,998 × 280.66 thousand tenge = 259.07 billion tenge

2027

966,379 × 290.20 thousand tenge = 280.49 billion tenge

2028

1,011,799 × 300.07 thousand tenge = 303.66 billion tg.

Thus, if current trends in business tourism continue, the number of business travelers could exceed 1 million by as early as 2028. At the same time, average spending is rising, ensuring a steady increase in the industry's direct revenue.

In addition to tourists' direct spending, the indirect impact of business tourism on the country's economy plays a significant role. Tourists' spending extends to a wide range of sectors: transportation, the hotel sector, food services, retail, and cultural and entertainment services.

To assess this impact, the tourism multiplier is used, calculated based on the population's marginal propensity to consume.

Table 1 – Direct Economic Impact of Business Tourism

Period	Number of business travelers	Expenditures per traveler (thousand tenge)	Industry revenue (billion tenge)
2024	842 000	262,5	221,03
2025	881 574	271,43	239,30
2026	922 998	280,66	259,07
2027	966 379	290,20	280,49
2028	1 011 799	300,07	303,66

**calculated by the authors*

Thus, if current trends in business tourism continue, the number of business travelers could exceed 1 million by as early as 2028. At the same time, average spending is rising, ensuring a steady increase in the industry's direct revenue.

In addition to tourists' direct spending, the indirect impact of business tourism on the country's economy plays a significant role. Tourists' spending extends to a wide range of sectors: transportation, the hotel sector, food services, retail, and cultural and entertainment services.

To assess this impact, the tourism multiplier is used, calculated based on the population's marginal propensity to consume.

Based on statistical data from the National Statistics Bureau of the Republic of Kazakhstan, the average value of the marginal propensity to consume was:

MPC = 0.462

Accordingly, the multiplier is calculated using the formula:

$$\gamma = 1/(1 - MPC)$$

$$\gamma = 1/(1 - 0.462) = 1.86$$

Thus, every tenge spent by a business tourist generates 1.86 tenge in aggregate economic impact.

Calculation of total revenue

2025

239.30 × 1.86 = 445.10 billion tenge

2026

259.07 × 1.86 = 481.87 billion tenge

2027

280.49 × 1.86 = 521.71 billion tenge

2028

303.66 × 1.86 = 564.81 billion tenge

Table 2 – Total Economic Impact of Business Tourism

Period	Direct revenue (billion tenge)	Including multiplier effect (billion tenge)	Total effect (billion tenge)
2024	221,03	411,11	632,14
2025	239,30	445,10	684,40
2026	259,07	481,87	740,94
2027	280,49	521,71	802,20
2028	303,66	564,81	868,47

**calculated by the authors*

The results indicate that implementing measures to develop business tourism could significantly increase the overall economic impact. According to projections, between 2024 and 2028, the sector's direct revenue could increase by more than 80 billion tenge, and the total

economic impact by nearly 240 billion tenge.

CONCLUSION. The analysis conducted shows that business tourism is one of the most significant segments of the modern tourism industry and has a notable impact on the economic development of host destinations. Unlike traditional forms of tourism, business travel is characterized by higher tourist spending, less seasonality, and a significant multiplier effect on the economy. These characteristics make business tourism an important factor in the sustainable development of cities and regions.

Analysis of international statistical data indicates steady growth in the global business travel market. Following a significant decline in business tourism volumes during the COVID-19 pandemic, a gradual recovery of the industry is now underway. According to data from the Global Business Travel Association (GBTA), global business travel spending reached $1.57 trillion in 2025, exceeding pre-pandemic levels and confirming the resilience of this segment of the tourism market. This indicates that business tourism continues to play a vital role in the global economy, fostering the development of international business ties and contributing to economic growth.

An analysis of the spending patterns of business travelers shows that their economic impact extends across a wide range of industries. The largest share of spending goes toward accommodation, transportation, food and beverage, conference venue rentals, event planning, and related services. In addition to direct revenue for tourism businesses, business tourism generates significant indirect effects related to the development of trade, cultural services, logistics, and urban infrastructure. Thus, business travelers' spending has a multiplier effect on the host region's economy.

The study's findings also confirm the significant role of innovative management methods in the development of the business tourism industry.

Modern management solutions based on the digitalization of processes, the implementation of analytical tools, and the improvement of organizational mechanisms make it possible to significantly increase the efficiency of business event management. One of the most important areas of innovative management is the use of digital platforms and CRM systems to manage interactions with clients and event organizers.

Practical experience shows that the implementation of CRM systems helps improve the effectiveness of marketing and sales in the business tourism sector. According to international research, the implementation of CRM systems can increase the conversion rate of event booking requests by 12–25% and reduce the event coordination and preparation cycle by 15–30%.

The implementation of innovative service quality management methods has a significant impact on the development of business tourism. Applying the principles of service design, the ISO 9001 quality management system, and customer experience management methods helps increase the satisfaction level of event participants. In the face of intense competition among tourist destinations, service quality becomes one of the key factors in choosing a venue for business events. Increasing delegate satisfaction contributes to the formation of a positive destination image and increases the likelihood of repeat events.

Analysis results show that an increase in the event participant satisfaction index directly impacts the industry's economic indicators. For example, a 10-point increase in the delegate satisfaction index can raise the likelihood of re-selecting the destination by 8–12%. Furthermore, an increase in the Net Promoter Score (NPS) contributes to a rise in the number of recommendations and repeat requests to host events.

Research findings indicate that optimizing organizational processes can reduce operational costs by 10–18% and cut event preparation time by 20–25%. This is particularly important for large-scale international events involving hundreds of delegates and a large number of contractors.

An analysis of international experience shows that destinations with actively functioning Convention Bureaus attract significantly more international association events. On average, such cities attract 30–50% more international conferences and congresses compared to destinations lacking such structures.

Furthermore, the presence of specialized organizations facilitates more effective management of the event calendar and increases the utilization of hotel infrastructure throughout the year.

At the same time, analysis shows that the implementation of innovative management methods can be accompanied by a number of problems and limitations. One of the main problems is the formal nature of digitalization, where the introduction of new technologies is not accompanied by changes in organizational processes. In such cases, the effectiveness of innovations turns out to be significantly lower than expected.

Another important factor is the shortage of qualified personnel with expertise in event management and the use of modern digital tools. The lack of specialists in event management and data analytics may limit the potential for implementing innovative management solutions. Furthermore, the level of coordination between government agencies and the business community has a significant impact on the effectiveness of innovation management. The absence of a unified management system and interaction among industry participants can lead to market fragmentation and a decrease in the effectiveness of implemented initiatives.

Thus, the analysis conducted allows us to draw a number of conclusions regarding the prospects for the development of business tourism in Kazakhstan.

First, the development of the business tourism industry has a significant impact on the country's economy, generating substantial revenue in the service sector and related economic sectors.

Second, the growth in the number of international business events contributes to an increase in tourist flows, higher occupancy rates for hotel infrastructure, and the development of urban services.

Third, an analysis of infrastructure conditions indicates the need for further development of specialized hotels and convention centers that meet international standards for serving business clients.

Fourth, a key challenge remains the lack of statistical data on the business tourism industry. In this regard, it would be advisable to establish a specialized system for data collection and analysis within national tourism organizations.

Fifth, improving workforce training is an important area for the industry's development. Expanding educational programs in the field of event management and business event administration will help raise the professional level of industry specialists.

Finally, to effectively promote Kazakhstan in the international business tourism market, a comprehensive strategy is needed to position the country as an attractive venue for international conferences, forums, and exhibitions.

Thus, business tourism can serve as one of the key drivers of economic growth, generating not only direct revenue for the industry but also a significant multiplier effect for the national economy.

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ECONOMIC DIVERSIFICATION AS A FACTOR OF NATIONAL SECURITY

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ABSTRACT. The article examines how economic diversification can contribute to national security, with particular reference to Kazakhstan. The purpose is to identify the channels through which a concentrated production and export structure creates economic vulnerabilities and to develop a conceptual framework for their assessment. The study draws on the literature on resource dependence, structural transformation and economic complexity. Systemic, structural-functional, comparative and institutional approaches are used to bring these perspectives together. The analysis distinguishes sectoral, export, technological and regional diversification, together with the institutional conditions that support them. These dimensions link the composition of economic activity to fiscal stability, employment, technological capabilities and exposure to external shocks. For Kazakhstan, the discussion focuses on converting resource revenues into productive capabilities through manufacturing, processing, human capital, innovation and non-resource exports. The proposed framework organizes potential indicators for subsequent empirical assessment; it does not provide a calculated index or a quantitative estimate of the effect on national security. The policy implications concern the quality and competitiveness of new activities, cooperation between research and business, and alternative sources of regional employment. Diversification can strengthen economic resilience when supported by effective institutions and the development of productive knowledge.

KEYWORDS: economic diversification, national security, economic resilience, resource dependence, economic complexity, structural transformation, Kazakhstan.

Экономиканы әртараптандыру ұлттық қауіпсіздік факторы ретінде

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АҢДАТПА. Мақалада Қазақстан мысалында экономиканы әртараптандырудың ұлттық қауіпсіздікті қамтамасыз етудегі рөлі қарастырылады. Зерттеудің мақсаты — өндіріс пен экспорттың шоғырлануы жағдайында экономикалық осалдықтардың қалыптасу арналарын анықтау және оларды бағалаудың тұжырымдамалық негізін ұсыну. Зерттеу материалы ретінде шикізаттық тәуелділік, құрылымдық трансформация және экономикалық күрделілік мәселелеріне арналған еңбектер пайдаланылды. Бұл тәсілдерді жинақтау үшін жүйелік, құрылымдық-функционалдық, салыстырмалы және институционалдық