

A STUDY ON EVALUATION OF DESTINATION COMPETITIVENESS MODEL

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Abstract

The aim of this paper is to provide some knowledge relates to the evaluation of the destination competitiveness models. Paper gives and overall idea about universal recognized 03 models related to the destination competitiveness namely, 1. Porter's diamond model; 2. Crouch & Ritchie model 3. Integrated model of Dwyer & Kim and the practically adapted models based on above mentioned 03 models namely 1. Armenski al's Integrated Model of Destination Competitiveness 2. Goffi's Conceptual Model of Destination Competitiveness 3. Mazilu and Popescu's Conceptual Model of Destination Competitiveness 4. Kim and Wicks Tourism Cluster Development Model by highlighting, the advantages, and disadvantages of them, as in theoretical and application aspects.

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Keywords: Tourism; Tourist Destination, Destination Competitiveness, Model of Destination Competitiveness

Introduction

Tourism is one of the largest and fastest growing industry in the world. According to Goeldner & Ritchie (2009), tourism is a composite of activities, services and industries that deliver a travel experience, transportation, accommodations, eating and drinking establishments, shops, entertainment, activity facilities and other hospitality services available for individuals or groups that are traveling away from home. According to the World Tourism Organization, the number of international tourist arrivals worldwide of 2018 reached to 1.4 billion, two years before it was predicted to do so. 2018 also marked the seventh year in a row where the growth in tourism exports (+4%) exceeded the growth in merchandise exports (+3%). Given this rapid pace of growth, the prediction that international arrivals will reach 1.8 billion by 2030 may be conservative. (Calderwood and Soshkin, 2019).

Travel and Tourism is the largest service industry in the world. Industry earned almost US\$ 8.2 trillion and in 2017 it accounts for nearly 10% of global Gross Domestic Product (GDP), 7% of world exports, and the sector indirectly contributes to almost 10% of total employment (SLTDA, 2020). Tourist industry adopts Destination Marketing as a strategic approach of place/site development. In this context, economic and cultural interests of local communities, local businesses and tourists are considered (Zbucea, 2014). It can be identified as an increasing source of income. In recent years' tourism has become a highly competitive market. For this reason, it is vital that destinations can measure their competitiveness, to identify their strengths and weaknesses for develop their future strategies.

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Destination competitiveness is, the ability of a destination to increase tourism expenditure increasingly attract visitors, while providing them with satisfying, memorable experiences and to do so in a profitable way, while enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations (Aziz et al ,2014).

The Objective of the Study

This paper focuses on the evaluation of destination competitiveness models introduced by several scholars in the field. Apart from that study stipulated practically usage of those models.

Literature Review

Tourism Destination Competitiveness

Competitiveness has been identified in the tourism literature as a critical factor for the success of tourism destinations (Goffi, 2013). Many studies focus on the main factors affecting destination competitiveness (Goffi, 2013). However, there is still no evidence of a significant impact of these factors on the performance of a destination. Competitiveness is a complex, multi- dimensional, multi-faceted and very confusing concept. Since the definitions offered in the literature provide both a micro and macro subtext of competitiveness. From a micro perspective, it is seen as a firm level phenomenon (Omerzel 2006). From a macro perspective, competitiveness is a national concern and the ultimate goal is to improve the real income of the community (Dwyer and Kim, 2010). On this perspective, competitiveness is a very broad construct encompassing all social, cultural, and economic variables affecting the performance of a nation in international markets. When defining the international competitiveness from the national perspective, emphasis is placed on resident prosperity as the end result of competitiveness and the importance of consumer perceptions of competitiveness (Dimoska et al, 2012).

To be competitive, any organization must provide products and services, which must satisfy the never-ending desires of the modern consumer. For such products and services, customers or clients are willing to pay a fair return or price (Omerzel, 2006). Destination competitiveness would appear to be linked to the ability of a destination to deliver goods and services that perform better than other destinations on those aspects of the tourism experience considered to be important by tourists (Dwyer and Kim, 2010).

Various factors are affects to being competitive for a destination. Azizet *et al* (2014), suggests that destinations must put the environment first, make tourism a leader sector, strengthen the distribution channels in the marketplace and build a dynamic private sector. Because of the complexity of tourism competitiveness, the conclusion is that what makes a tourism destination to truly competitive is, its ability to increase tourism expenditure, to increasingly attract visitors while providing them with satisfying, memorable experiences, and to do so in a profitable way, while enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations” (Ritchie and Crouch, 2003, as cited in Azizet et al, 2014).

Hence the success of the tourism destination development depends on both supply side and demand side. Dimoska *et al*(2012)Tourism destination competitiveness from the demand side (from the perspective of actual and potential tourists) is closely related to the quality of the whole tourism experience in that tourism destination and from the supply side (which present a connection of various elements such as: attractions, cultural heritage, services, leisure activities, infrastructures), destination competitiveness is more concerned with the economic benefits of the destination (revenues, employment, sustainable growth of the destination and the firms within this destination).According to Azizet et al (2014) it is proved he said that the idea that

competitiveness is directly related to high number of visitors and high generated tourism revenue for a destination.

The scholars article regarding with competitiveness of a tourism destination they discussed two main concepts namely, concept of “comparative” and “competitive advantage”. (Omerzel, 2006) cited according to Ritchie and Crouch (1993), comparative advantage seems to relate to things like climate, beautiful scenery, attractive beaches, wildlife etc. Comparative factors close to prime tourism supply (natural, cultural and social attractiveness). We can never reproduce them with the same attractiveness. Ritchie and Crouch (2010) in their study about comparative advantages they state that :“this includes the nation’s historical and cultural resources, its economy, its human and physical resources, its knowledge and conceptual resources, the cumulative basic infrastructure which visitors expect to be available even though it probably does little to attract them and finally, the elements of the tourism superstructure which have been put in place specifically to attract and satisfy the interests of visitors” (p.1052).

Deliberating to Ritchie and Crouch (1993) as cited in Dwyer and Kim, (2010) for a tourism destination while competitive advantage would relate to skills of workers, tourism infrastructure, the quality of management, the skills of the workforce, government policy etc. Competitive factors refer to subordinate tourism supply. These factors could be produced and improved by the tourist firms or governmental policy. Both kinds of factors are co-dependent. Without subordinate tourism supply the tourism destination is not able to sell attractions, e. g. primary tourism supplies on a tourist market, and without primary supply the tourism infrastructure is not useful.

However, another view of destination competitiveness relates to economic prosperity of the residents of destination. Destinations can be competitive for attracting international visitors or investments, promoting the lifestyle of the place, generate peace and understanding, or for various other purposes at the end, the economic prosperity of residents of a destination is an ultimate goal of destination. (Dwyer and Kim ,2010) From this perspective for a destination to be competitive is not an end but a means of increasing the standard of living of its residents. As he said then the ultimate goal of competitiveness is to maintain and increase the real income of its citizens, usually reflected in the standard of living of the country.

It is true that development of destinations depends on foreign tourists and domestic tourists. The issues of competition and competitiveness are a key part of any development plan for a tourist destination. Mika (2012) Tourist development may be defined as all quantitative and qualitative changes taking place within a tourist destination resulting from land management geared towards tourists, changes in incoming tourist migrations, changes in the types of tourists visiting, and changes in its social and economic characteristics caused by tourist flow and tourist expenditures.

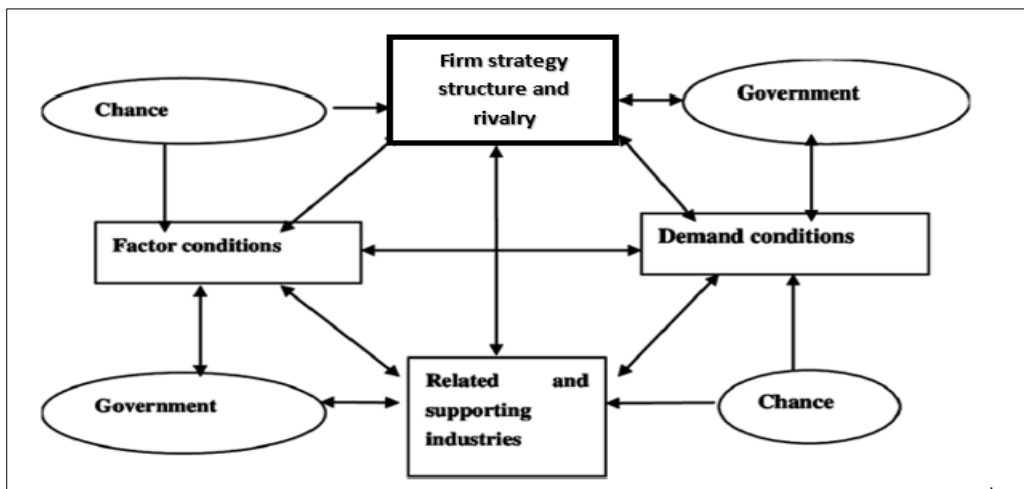
The Evolution of Tourism Destination Competitiveness Models

Research on tourist destination competitiveness attempts to create universal models for global tourist’s flow in order to generate comparative data and identify mechanisms that help destinations become more competitive. There is a lack of papers on this issue from a national and regional perspective. (Dwyer and Kim,2010) Thus despite the extensive literature they do not address the special considerations relevant to determining tourism destination competitiveness. It is a complex concept because a whole range of factors account for it. In the context of tourism, both comparative advantage and competitive advantage are important, and a model of destination competitiveness must recognize this. Dimoska et al (2012) Although in the literature can be found numerous attempts for formulating a model of destination

competitiveness, because of the complexity of this concepts, there is no one, universal and comprehensive model which covers all issues and aspects related to destination competitiveness.

According to Popesku & Pavlovic (2012), the concept of the countries' competitiveness was introduced by Michael Porter. The model of competitiveness introduced by the same author based on the national competitiveness diamond and it served as the basic for many of tourism destinations competitiveness models. The four factors of Porter's competitive diamond are (1) factor conditions, (2) demand conditions, (3) related and supporting industries and (4) firm strategy, structure and rivalry. Factor conditions include resources that can be endowed e.g. mineral resources, agricultural resources, forestry, fishery resources and environmental resources) or created e.g., the community's contribution to production, such as skilled labour or infrastructure necessary to compete in each industry. Figure 3.1 illustrates Porter's competitive diamond model.

Figure 1 : Porter's Competitive Diamond Model.



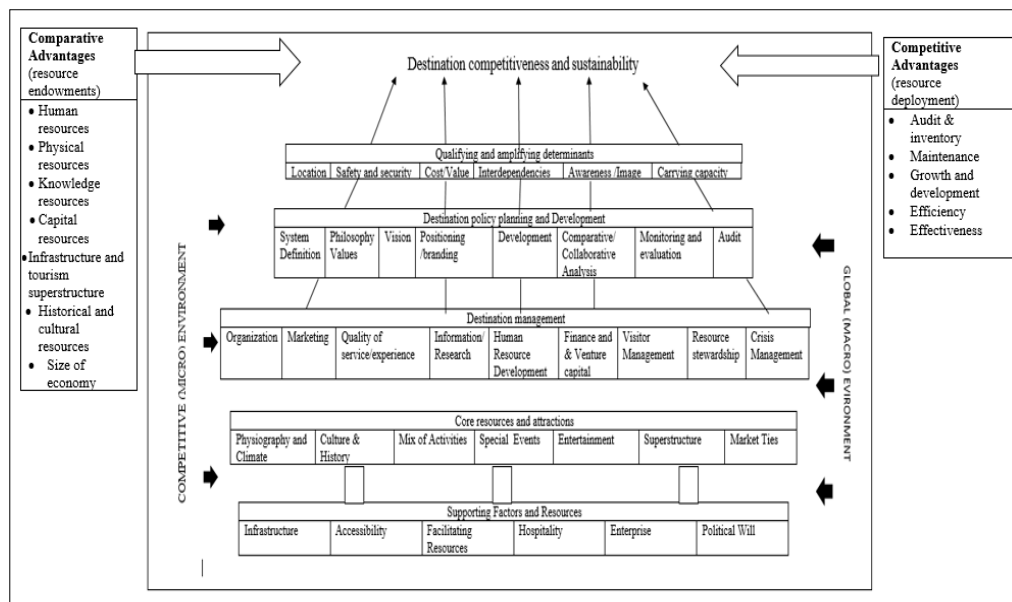
Source: Porter's diamond model

The review by Hanafiah & Zulkifly (2019) confirmed that this model contributed significantly to the competitiveness literature by providing a comprehensive understanding of national and regional competitiveness and by broadening the concept of industrial clusters. Researchers have expanded Porter's diamond model considerably, which has led to industry competitiveness becoming a well-established research topic for tourism policy makers and practitioners. Meanwhile, on the other hand, some researchers have argued that Porter's model implies important limitations. These researchers have argued that the diamond model has more appeal for policy making than it does for developing a functional theoretical framework Hanafiah & Zulkifly (2019). Additionally, Porter's diamond model is often viewed as only applicable to the more advanced nations of the world, thus lacking applicability in smaller or developing economies. Some authors argued that the diamond model is more useful for the analysis in more advanced economies rather than in developing countries. Although receiving criticism and controversial arguments, Porter's diamond model provides a useful basis for making appropriate policy recommendations and decisions. In fact, despite its ability to shed light on socioeconomic development and define public policy, few tourism scholars and practitioners have adopted this model into tourism competitiveness studies (Dwyer & Kim, 2003). The utilization of Porter's diamond model in explaining destination competitiveness has much potential, this is particularly evidenced in Ritchie and Crouch (1993) Calgary model, wherein they extend the model into a more comprehensive framework to define tourism destination competitiveness.

(Kim & Wicks, 2010) Ritchie and Crouch (1993) were the first to use the Porter diamond model and develop the Tourism Destination Competitiveness model. After reviewing the applicability of Porter's diamond model of competitiveness in the tourism industry, they developed the Calgary Model of Competitiveness. A review of the international research literature suggests that the contemporary framework for the analysis of tourist destination competitiveness can be found in papers by J. R. Ritchie and G. I. Crouch in 2000 and 2003. The two researchers propose an analytical model based on a range of determinants and internal and external factors that drive the development of tourist areas. Ritchie and Crouch were also at the fore front of the modern trend to link competitiveness to sustainable development.

Researchers have agreed that Ritchie and Crouch's model of destination competitiveness (2003) is now arguably the most comprehensive and most rigorous of all models of this type currently available. The most detailed work undertaken by tourism researchers on overall destination tourism competitiveness is that of Crouch and Ritchie (1995, 1999) and Ritchie and Crouch (2000, 2003), who significances that, in absolute terms, the most competitive destination is one which brings about the greatest success which mean, the greatest well-being for its residents on a sustainable basis. Crouch and Ritchie began to study the nature and structure of destination competitiveness in 1992 (Crouch & Ritchie 1994, 1995, 1999; Ritchie & Crouch 1993, 2000a, 2000b). Based on Ritchie and Crouch (1993) Calgary model, it could be concluding that competition between tourist destinations is based on various comparative and competitive elements and a competitive destination contributes to the well-being of a destination and its residents. Following this, maximizing a destination's competitiveness in the tourism market depends on a destination's capability to organize its resources efficiently. Figure 2.2 shows the Calgary Model of Destination Competitiveness.

Figure 2 : Ritchie and Crouch's Calgary Model of Destination Competitiveness



Source: Ritchie & Crouch, (2003).

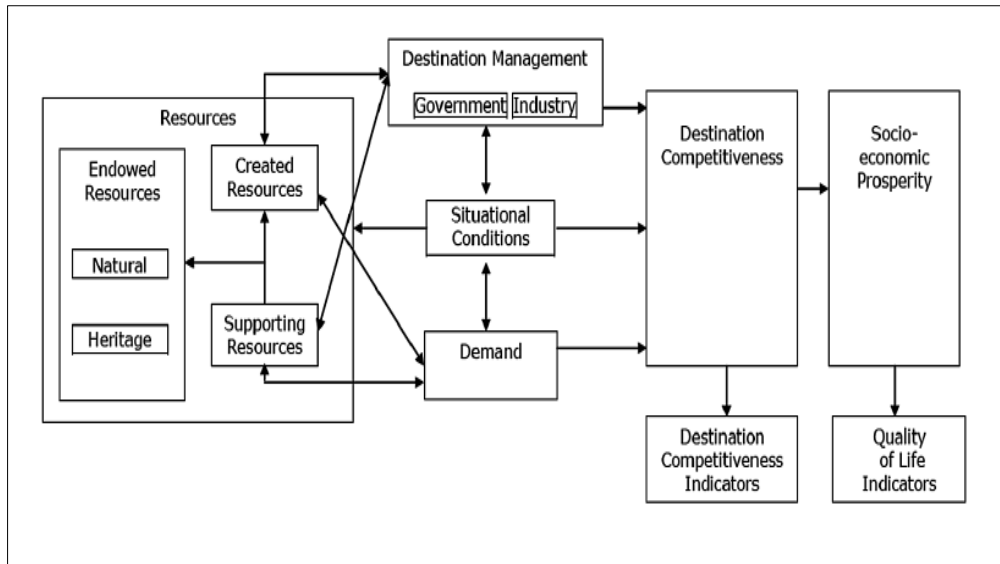
The Calgary model incorporated thirty-six (36) determinants of Tourism Destination Competitiveness, defined by five major components (1) **supporting factors and resource** (infrastructure, accessibility of the destination, facilitating resources, hospitality, enterprise, degree of political will) (2) **core resources and attractors** (physiography and climate, culture and history, market ties, mix of activities, special events, entertainment ,tourism superstructure)

(3) destination management (resources stewardship, destination marketing, availability of finance and venture capital to tourism, organization, human resource development, quality of service, visitor management, information/research component .) **(4) destination policy, planning and development** (planning and development of the destination with particular economic, social, and other societal goals) and **(5) qualifying determinants** (location, interdependencies, safety, security, awareness, image, brand, and value). Improvising on Porter's diamond model, the Calgary model included the micro and macro environmental factors in their competitiveness model (Ritchie & Crouch,2010). The microenvironment incorporated the available and created a competitive environment and the behavior of all visitors and potential visitors, which destinations seek to attract (Ritchie & Crouch,2010). The macro environmental factors include the global forces that affect all socioeconomic activity and destinations' wellbeing. The micro and macro environments simultaneously influence the competitiveness of a destination. The model also incorporates comparative and competitive advantage determinants. Ritchie & Crouch (2010) Comparative advantage determinants include natural resource endowments and those resources that a destination has accrued over time (e.g. human resources, physical resources, knowledge resources, capital resources, infrastructure and tourism superstructure, historical and cultural resources and the size of the economy), whereas competitive advantage determinants include the strengths of a destination that are the result of effective resource deployment (e.g., audit and inventory, maintenance, growth and development, efficiency and effectiveness).

Ritchie and Crouch Calgary model has undertaken numerous improvements by other tourism researchers and is continually being tested. For example, Kim (2012) criticized Ritchie and Crouch's framework for not acknowledging the role of the economy and globalization on destination competitiveness. In addition, Heath (2003) also critiqued the model for ignoring the impact of environment factors on destination competitiveness. Beeton (2005) expresses concern that Ritchie and Crouch's Calgary model focuses on a tourism specific model that appears to come primarily from research undertaken in developed countries rather than including undeveloped countries.

Furthermore, Dwyer and Kim (2003) argued that Ritchie and Crouch's model was not sufficient in accounting for Tourism Destination Competitiveness, as only tourism supply factors were used while the demand factors were neglected. Consequently, Dwyer and Kim (2003) adopted Ritchie and Crouch Calgary model but proposed a different approach to identifying the determinants and indicators for Tourism Destination Competitiveness. The theoretical background of Dwyer and Kim's (2003) model is further assessed in the next paragraph.

According to Dwyer & Kim model, the tourist destination competitiveness is conceptualized as a function of six categories of attributes, which are as follows: endowed resources, created resources, supporting resources, destination management, demand factors and situational factors. Each of the attributes' categories does include sub-attributes which in total summarize 85 elements, structured as a decision-making tree. Compared to Crouch and Ritchie model with integrated model of Dwyer and Kim this model taking consideration on both demand and supply side. Figure 3.3 shows the Dwyer and Kim's Model of Destination Competitiveness.

Figure 3 : Dwyer and Kim's Conceptual Model of Destination Competitiveness

Source: Dwyer and Kim, (2003).

Hanafiah & Zulkifly (2019) Dwyer and Kim's model explicitly suggested more linkages between the numerous elements of Tourism Destination Competitiveness in comparison to Ritchie and Crouch (1993) Calgary model.

The integrated model of Dwyer and Kim do offer the necessary structure to evaluate the destination competitiveness by fulfilling the criteria of sustainability and long-term effects towards the standard of living and life quality of the residents. This model offers the most complete structure to be used in comparing destinations and evaluating relative importance of different attributes since it includes all the factors of the demand and supply side of tourism products of a destination. The way the attributes are categorized is very useful and significant for further analyses and evaluations of destination competitiveness perspectives. (Berdo, 2015) However, this models has some of its limits as follows: 1) There can be more than 85 sub-attributes to a destination and their aggregation within 6 categories of attributes becomes difficult; 2) Many of the attributes are measured in a qualitative manner, multi-dimensional, abstract and inaccurate way; 3) Finding data for each attribute is difficult, since some of the data either do not exist or are unreliable; 4) Measurement of the dependent variable as the destination competitiveness is also problematic.

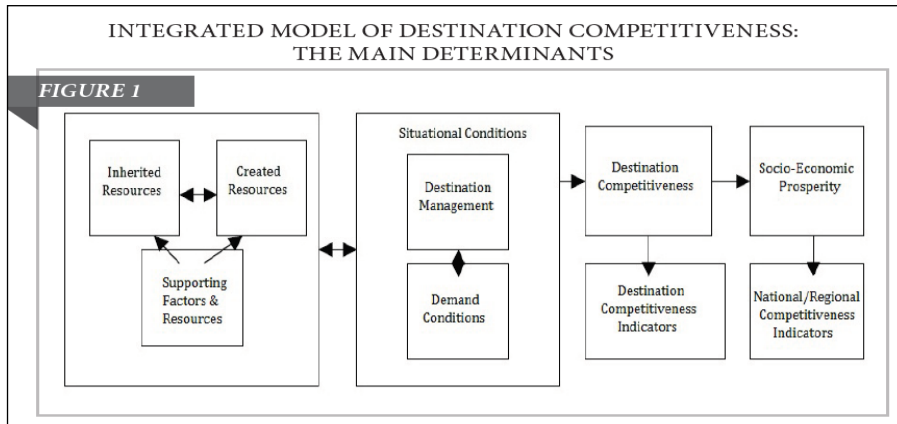
The Calgary Model of Competitiveness by Ritchie and Crouch (1993) introduced a specific model of measuring destination competitiveness that covers a broad base of aspects that are significant to destination competitiveness. Meanwhile, the Destination Competitiveness Integrated Model by Dwyer and Kim (2003) initiated an integrated model that includes the main elements of national and firm competitiveness by linking competitiveness to the overall socioeconomic development of a destination.

Difference between Ritchie and Crouch Model and Dwyer and Kim Model**Table 1- Difference between Ritchie and Crouch Model and Dwyer and Kim Model**

Model	Ritchie & Crouch (1993)	Dwyer & Kim (2003)
Definition	Combination of comparative and competitive advantages	Combines Porter elements and tourism competitiveness elements
Variables used	Destination appeal, Destination management Destination organization, Destination information, Destination efficiency.	Core resources, Supporting factors and resources, Destination management, Situational conditions Market performance
Contributions	<ul style="list-style-type: none"> • Included the micro and macro environmental factors. • Development of a composite TDC index. 	<ul style="list-style-type: none"> • Distinguish between established and endowed resources. • Suggest socioeconomic prosperity as an outcome of TDC.
Limitations	<ul style="list-style-type: none"> • Neglect the role of the globalization. • Ignoring the impact of environment factors • Demand factors were neglected. 	<ul style="list-style-type: none"> • Separate dimensions for destination policies and development • Treat infrastructure as separate functions (tourism vs. general)

Source: Hanafiah & Zulkifly, (2019).

When reviewing the evolution of above two models, the first model was found in 1993 and after 10 years as a result of continuous research the second acceptable model was found by Dwyer & Kim (2003). Researcher attempts of highlighting this was for give a knowledge to the reader to understand the base of current competitiveness model. Even though the Calgary model was found in 27 years earlier what they discussed was valid up to now but as per the new changes with the technology and natural causes some modification should include to the new model. Based on Dwyer and Kim's Conceptual Model of Destination Competitiveness several researchers made conceptual frameworks. Armenski al's Integrated Model of Destination Competitiveness in 2012 was practical evidence of using Dwyer and Kim's Conceptual Model. The Integrated model defines the six main categories of competitiveness namely, Inherited Resources, Created Resources, Supporting Factors and Resources, Destination Management, Demand Conditions and Situational Conditions. Figure 3.4 shows the Armenski al's Integrated Model of Destination Competitiveness.

Figure 4- Armenski al's Integrated Model of Destination Competitiveness.

Source: Armenski al's, (2012).

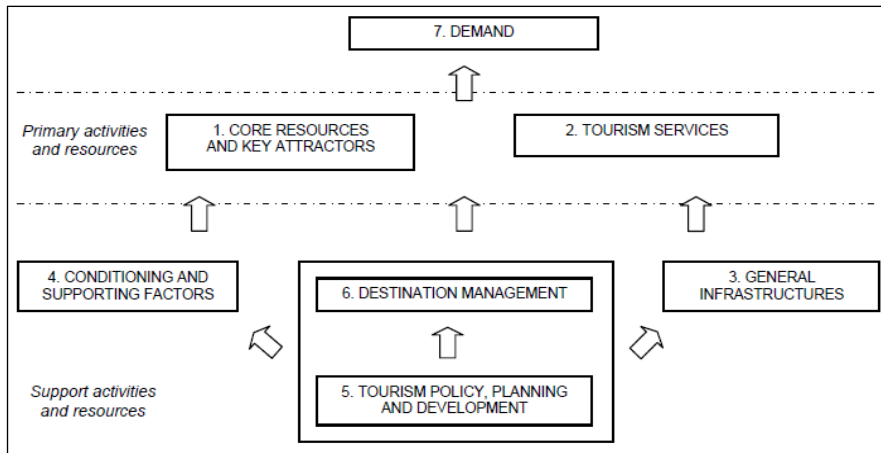
The main difference between this model and Dwyer and Kim's Conceptual Model was inherited resources used for endowed resources. Expect that all other factors were same.

In 2013 Goffi formulated another destination competitiveness model but the factors of the model same as the Calgary Model of Competitiveness by Ritchie and Crouch (1993) and to the Destination Competitiveness Integrated Model by Dwyer and Kim (2003). The model recognizes seven key determinants of destination competitiveness, core resources and key attractors, tourism services, general infrastructures, conditioning and supporting factors, tourism policy planning and development, destination management, demand. In this model it explained the relationship between factors of the destination competitiveness.

Here after this paragraph described the linkage of factors towards the destination competitiveness of this model. (Goffi, 2013) Core resources and key attractors and tourism services are primary factors concerning the making of the product and the transferring of value to the tourists. They are closely and directly linked with the demand factor. They have the crucial role of central motivators for visiting a tourism destination. Over and above that, there is a complex system of essential prerequisites for destination competitiveness. Goffi (2013) these issues are related to Tourism Policy, Planning and Development and to destination management. Tourism policy provides the guidelines and directives for the long term developing of a tourism destination. Goffi (2013) Destination management handles its components in a short term; it is strictly connected with the creation of the tourism product. Goffi (2013) Conditioning and supporting factors can restrain or amplify a destination's competitiveness. Goffi (2013) General infrastructures provide the foundations upon which a successful tourism industry can be built. Goffi (2013) destination management were the activities and conditions which support the performance of primary activities.

2010 Mazilu and Popescu built another Destination Competitiveness model. The specialty of this model was it described the two-way relationship between determinates and the destination competitiveness. Model includes six determiners namely the attractions and the tourist resources, the support factors and other resources, management of the tourist destination and finally the planning and the sustainable development of the destination. Mazilu and Popescu (2010) The attractions and the tourist resources existent at the level of a tourist destination include: the geographic position, the natural and anthropogenic tourist resources, the organisation of some events, the relaxation and animation activities, the tourist equipments, and the commercial network dedicated to the tourists.

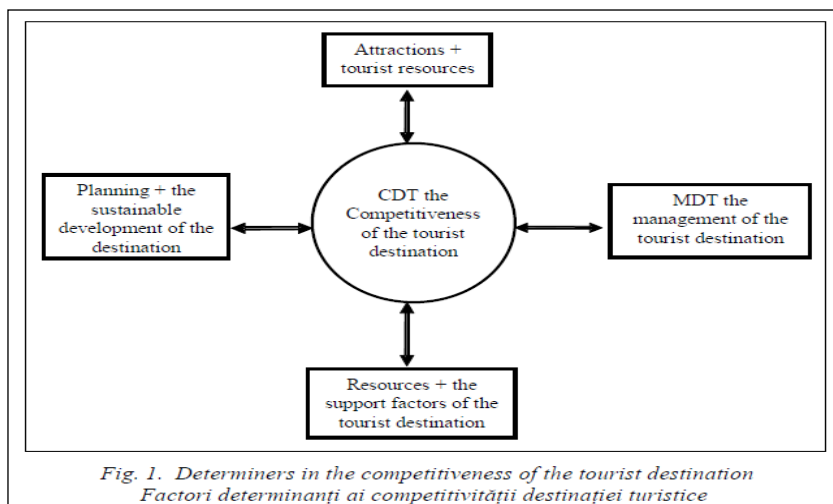
Figure 5 : Goffi’s Conceptual Model of Destination Competitiveness.



Source: Goffi, (2013).

Mazilu and Popescu (2010) The success of a tourist destination is determined by the way in which this one manages to guarantee and at the same time to ensure its visitors, through its entire offer, an experience that can equal or exceed the multiple alternative destinations. Building a cult for quality in tourism is a difficult process that needs the professional qualification of the personnel and an ethic education for the change of mentalities. Mazilu and Popescu (2010) In order to achieve this, an education and motivation program of the staff is necessary divided on groups of professions and especially for the managerial levels, differentiated for those who will directly take part in the creation of a proper quality climate within the team, as well as showing attention, the desire to satisfy the needs, to answer to these needs as well as possible. Finally this model concluded that, the success of a tourist destination , the effect of its competitiveness are determined by the process of attraction, winning, satisfaction of the clients’ needs, and especially by gaining their loyalty, offering good quality services and products. Figure 2.6 shows the Mazilu and Popescu’s Conceptual Model of Destination Competitiveness.

Figure 6 : Mazilu and Popescu’s Conceptual Model of Destination Competitiveness.



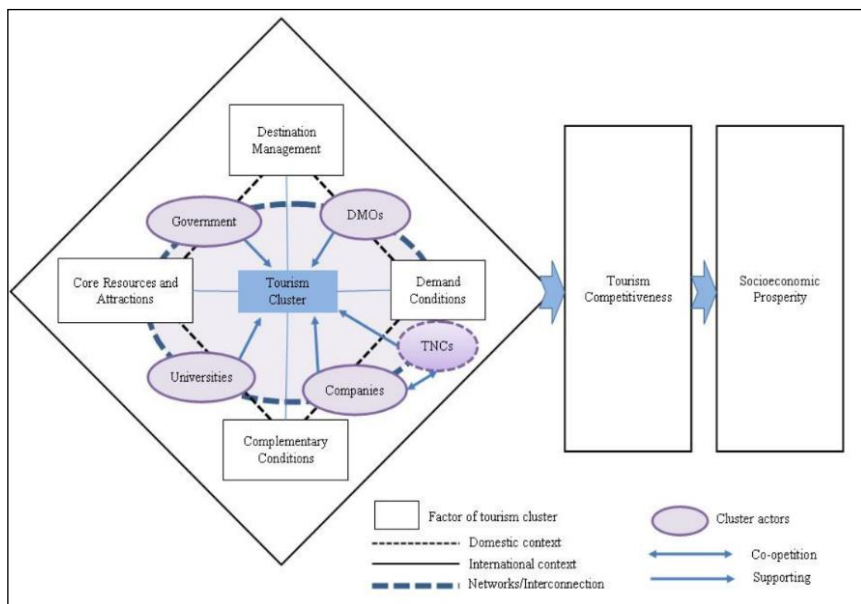
Source: Mazilu and Popescu, (2010).

In 2010 Kim and Wicks purposed a tourism cluster development model for global competitiveness. This model is different with all other models discussed up to now caused the

main purpose of this model is to build a tourism cluster development model for competitiveness. Kim and Wicks (2010) By indicating the deficiency in current clusters and tourism competitiveness models, this newly proposed model takes three key issues into account: the role of transnational corporations in tourism cluster development, interconnection between cluster actors, and the separation of cluster actors. Kim and Wick's revised model is based on Porter's diamond model and includes many of variables identified by both Crouch and Ritchie's and Dwyer and Kim 's models, but there are three additions the importance of Transnational Corporations, the emphasis on networks between all cluster actors, and the division between cluster actors and conditions of the business sector. Kim and Wicks (2010) First, tourism competitiveness in developing countries is highly affected by Transnational Corporations (TNCs) or tourism related Foreign Direct Investment and so it should be considered as one of the important actors in tourism cluster development. (Kim and Wicks, 2010) Second, all actors within the cluster are interrelated and the degree and type of networks between them should be noted and shown. Figure 3.7 shows the Kim and Wicks Tourism Cluster Development Model.

Kim and Wicks (2010) In the model , single direction arrows indicate that actors support the tourism cluster as an organic system that represents their symbiotic relationships and interconnectedness. Kim and Wicks (2010) It also indicates that cluster actors should cooperate to maximize both their individual benefits and the positive effects of the tourism cluster in regions and countries. Kim and Wicks (2010)The two-directional arrow between Transnational Corporations (TNCs) and Companies indicates the relationship of co-opetition, that is, each actor can be a competitor and at the same time can be a collaborator. This means the symbiotic relationship of competition and cooperation may exist between them in order to enhance the tourism cluster in which they are included, and may encourage them to pursue not only individual benefits but also benefits for the entire tourism cluster.

Figure 7 : Kim and Wicks Tourism Cluster Development Model



Source: - Kim and Wicks, (2010).

The four factors of tourism clusters and includes how cluster actors contribute to success in tourism development. Kim and Wicks (2010) The main factors of the tourism cluster on an individual and system level constitute the cluster and support the competitiveness of tourism

destinations. These factors are indices of domestic and regional environments where destinations are located and where the tourism cluster is formed. They include core resources and attractions, destination management, complementary conditions, and demand conditions. (Kim and Wicks, 2010) The factor represents the main resources that draw tourists to destinations core resources and attractions and is a main factor in creating tourism products. This is based on the integrated model proposed by Dwyer and Kim (2003). Kim and Wicks (2010) Unlike Dwyer and Kim's model, tourism infrastructure is excluded from created resources and moved into the factor because of its supportive and complementary nature. Kim and Wicks (2010) The complementary conditions destination management factor focuses on those activities that can enhance the appeal of the core resources, strengthen the quality and effectiveness of and best adapt to the constraints imposed by the qualifying determinants. This factor mainly includes the activities of DMOs which focus on the marketing of the destination, the service dimension, information and technology, human resource management, and environment management. Kim and Wicks (2010) The factor contributes to adding value to core resources and complementary conditions includes two categories: "tourism superstructure" and "supporting elements". Kim and Wicks (2010) Tourism superstructure is comprised of accommodation facilities, food services, transportation facilities, and other resources which many view as a private sector component of the tourism industry included tourism superstructure in the core resources categories as main attractions, in this model it is considered a complementary factor because its main role is to support and enhance the value of core resources and attractions.

Kim and Wicks (2010) Unlike Crouch and Ritchie's and Dwyer and Kim's models, supporting elements is now divided from tourism superstructure depending on the degree of contribution and relevance to tourism. Kim and Wicks (2010) It is made up of general infrastructure, accessibility to a destination beyond physical facilities such as regulation and entry visas, and hospitality and market ties.

Kim and Wicks (2010) While much competitiveness literature focuses on supply-side factors, Porter emphasized demand conditions, especially domestic demand as sophisticated and solid demand in a domestic context can afford tourism destinations the rapid response to the changing of domestic needs.

Dwyer and Kim's framework also addressed conditions of demand as an important push factor determining a destination's competitiveness from the tourist viewpoint. Kim and Wicks (2010) Cluster actors may be governments, DMOs, universities, companies related to the tourism industry, and Transnational Corporations. Kim and Wicks (2010) When all actors cooperate with each other, the tourism cluster is more likely to succeed in achieving tourism competitiveness in a global market and in turn contributes to regional and national prosperity. Furthermore, their participation should be interconnected with each other in both how they compete and collaborate. Kim and Wicks (2010) Although there is continuing debate between advocates for greater or lesser involvement of government, the optimal role of government in a tourism cluster is to encourage all actors to enhance their aspirations and move to higher levels of performance.

Kim and Wicks (2010) When developing a new tourism destination or upgrading present destinations, government should promote cluster-based development strategies, facilitate collaboration between all cluster actors, and provide institutional and political contexts through regulation, law, or cluster policies. DMOs comprised of the public sector, NGOs, and private sector members would also contribute to the achievement of tourism competitiveness and the success of tourism cluster development through various activities such as joint marketing; collecting, analyzing, and distributing market information; establishing trade shows; and developing strategies for destination branding and competition.

Finally it could be concluded that this model proposed a revised model for and Crouch and Ritchie's and Dwyer and Kim 's models. Kim and Wicks (2010) The revised model emphasizes, (1) the important role of Transnational Corporations (TNCs) or tourism related Foreign Direct Investments (FDI) in tourism cluster development in emerging countries that are highly challenged by global competition, (2) The critical role of interconnections between all cluster actors in both competition and cooperation, and (3) The distinction between condition factors and cluster actors in the model by separating each other.

By reviewing all the models related to the tourist destination competitiveness finally could concluded that scholars had identified 06 basic factors which were affecting on destination competitiveness namely 1. Core resources and attractors (Endowed resources), 2 Created Resources, 3. Supporting Resources, 4. Destination Management, 5. Situational Conditions/Qualifying and amplifying determinants and finally 6. demand factor. All these factors included with sub factors and below it mentioned those sub factors which were researcher identified through the literature review.

Methods

For this study it used sythethises and analysis method. By reviewing the past scholars knowledged regarding this concept of destination competitiveness author summarized the evaluation of destination competitiveness model by giving the priority bases.

Results and Discussion

By the analysis of the above evaluation of the destination competitiveness models, it is confirmed that basicallly destination competitiveness vary on below mentioned main and sub fators. Those factors positively or negatively effects on the competitiveness of a tourist destination. Based on the keen understanding of the impact of the each main factor towards the destination competitiveness , destination has ability to achieved the goal of remain or being a competitive tourist destintion in the international tourism market.

Table 2: Identified Factors Through the Literature Survey.

Main factor	Sub factor	Literature source
01. Core resources and attractors	<ul style="list-style-type: none"> ➤ Comfortable climate for tourism. ➤ Natural landscape. ➤ Wonderful scenery. ➤ Cultural and historical attractions. ➤ Artistic and architectural design. ➤ Traditional arts and crafts. ➤ Exotic and unique local custom. ➤ Unspoiled nature. ➤ National parks/Nature reserves. ➤ Historic/Heritage sites and museums. ➤ Artistic/Architectural features. ➤ Variety of cuisine. ➤ Cultural precincts and (folk) villages. 	(Dwyer & Kim, Destination Competitiveness: Determinants and Indicators,, 2003), (Omerzel, 2006)

02. Created Resources	<ul style="list-style-type: none"> ➤ The range of available activities, entertainment, ➤ Amusement/Theme parks ➤ Community support for special events ➤ Night life (e. g. bars, discos, dancing) ➤ Airport efficiency/quality ➤ Local tourism transportation efficiency/quality ➤ Water based activities (e. g. swimming, surfing, boating, fishing) ➤ Entertainment (e. g. theatre, galleries, cinemas) ➤ Diversity of shopping experience ➤ Special events/festivals ➤ Tourist guidance and information ➤ Existence of tourism programs for visitors ➤ Winter based activities (skiing, skating) ➤ Adventure activities (e. g. rafting, skydiving, bungee jumping), ➤ Sport facilities (e. g. golf, tennis) ➤ Rural tourism ➤ Recreation facilities (e. g. parks, leisure facilities, horse riding) ➤ Congress tourism ➤ Food service facilities ➤ Accommodation (variety/quality) ➤ Nature based activities (e. g. bushwalking, bird watching) ➤ Casino ➤ Variety of cuisine ➤ Visitor accessibility to natural areas ➤ Health resorts, spa 	(Omerzel, 2006)
<hr/>		
03. Supporting Factors	<ul style="list-style-type: none"> ➤ Adequacy of infrastructure to meet visitor needs. ➤ Health/Medical facilities to serve tourists. ➤ Financial institution and currency exchange facilities. ➤ Telecommunication system for tourists. ➤ Local transport systems. ➤ Waste disposal. ➤ Electricity supply. ➤ Distance/Flying time to destination from key origins. ➤ Direct/Indirect flights to destination. ➤ Ease/Cost of obtaining entry visa. ➤ Ease of combining travel to destination with travel to other destinations. ➤ Frequency/Capacity of access transport to destination. 	(Dwyer & Kim, Destination Competitiveness: Determinants and Indicators,, 2003) (Omerzel, 2006)

	<ul style="list-style-type: none"> ➤ Tourism/Hospitality firms which have well defined performance standards in service delivery. ➤ Visitor satisfaction with quality of service. ➤ Friendliness of residents towards tourists. ➤ Existence of resident hospitality development programs. ➤ Resident support for tourism industry. ➤ Ease of communication between tourists and residents. ➤ Animation ➤ Health/medical facilities to serve tourists ➤ Attitudes of customs/immigration officials ➤ Efficiency of customs/immigration ➤ Visa requirements as an impediment to visitation ➤ Destination links with major origin markets (e. g. business, trade, sporting) ➤ Financial institutions and currency exchange facilities ➤ Quality of tourism services ➤ Telecommunication system for tourists ➤ Accessibility of destination ➤ Communication and trust between tourists and residents ➤ Hospitality of residents towards tourists 	
04. Destination Management	<ul style="list-style-type: none"> ➤ Cleanliness in destination. ➤ Safety and security. ➤ Public bathrooms and restrooms. ➤ Multilingual signage. ➤ Easy access to get destination map/ leaflets. ➤ Favorable policies to tourists. ➤ Preservation cultural heritage. ➤ Conservation of local tradition. ➤ Environmental conservation. ➤ Efficiencies of tourism and hospitality staff ➤ Extent of foreign investment in destination tourism industry ➤ Government co-operation in development of tourism policy ➤ Public sector recognition of importance of sustainable tourism development ➤ Quality of research input to tourism policy, planning, development ➤ Destination has clear policies in social tourism (e. g. disabled, aged) ➤ Public sector commitment to tourism / hospitality education and training 	(Khin et al,2014), (Omerzel, 2006)

	<ul style="list-style-type: none"> ➤ Private sector commitment to tourism / hospitality education and training ➤ Level of co-operation (e. g. Strategic alliances) between firms in destination ➤ Development of effective destination branding ➤ Tourism development integrated with overall industry development ➤ Existence of adequacy tourism education programs ➤ Developing and promoting new tourism products ➤ Destination vision reflecting resident values ➤ Destination vision reflecting stakeholder values ➤ Educational structure/profile of employees in tourism ➤ Destination vision reflecting community values ➤ Quality in performing tourism services ➤ Destination vision reflecting tourist values ➤ Entrepreneurial qualities of local tourism businesses ➤ Efficiency of tourism/hospitality firms ➤ Private sector recognition of sustainable tourism development importance ➤ Tourism/hospitality training responsive to visitor needs ➤ Appreciation of service quality importance ➤ Resident support for tourism development 	
05. Situational Conditions/Qualifying and amplifying determinants	<ul style="list-style-type: none"> ➤ Co-operation between public and private sector (Omerzel, 2006) ➤ Access to venture capital ➤ Investment environment ➤ Use of e-commerce ➤ Manager capabilities ➤ Value for money in shopping items ➤ Use of it by firms ➤ Value for money in accommodation ➤ Value for money in destination tourism experiences ➤ Political stability ➤ Security/safety of visitors, Safety and security ➤ Level of visitor safety in destination. ➤ Incidence of crimes against tourists in destination. 	
06. Demand Factors	<ul style="list-style-type: none"> ➤ Destination perception ➤ Destination preferences ➤ Destination awareness 	(Dwyer & Kim, Destination Competitiveness:

➤ International awareness of destination	Determinants and
➤ International awareness of destination products	Indicators,, 2003), (Omerzel, 2006)
➤ 'Fit' between destination products and tourist preferences	
➤ Overall destination image	

Source: Analysis Data, (2020).

Conclusion

International tourism conditions have changed significantly, and it has become necessary to address these challenges to remain competitive in the international tourism market. Competitiveness of a tourist destination is an important factor that positively influences the growth of the market share. Therefore, stakeholders of the industry have to identify and explore competitive advantages and analyze the actual competitive position of the destination in the tourism industry. There exist different approaches that model the destination competitiveness. More research needs to be undertaken on the importance of different attributes of destination competitiveness (Omerzel 2006). There is a need for more detailed empirical studies of consumer preferences and the determinants of travel decision (Omerzel 2006). Although the tourism industry is expected to continue to grow, poor planning and management of this growth and limited diversity of markets and products is contributing to a lack of value- adding opportunities and limiting per capita visitor expenditure to the economy.

Competitiveness of a tourist destination is an important factor that positively influence the growth of the market share. It needs to build a competitive destination marketing model for each tourist destination in micro and macro level for identify its capacity to be a renowned tourist destination in the tourism industry. Past scholars made several models as described above these models are arguable in the field somehow every destination unique to other by focusing on that interest parties need to modify or made the most suitable destination competitiveness model for them

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