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Examining the competitive structure of Turkish tourism industry in comparison with diamond model

Saban Esen ^{a*} Hande Uyar ^b

^a Faculty of Economics and Administrative Sciences, Bartın University, 74100, Bartın, Turkey

^b Bartın Vocational High School, Bartın University, 74100, Bartın, Turkey

Abstract

The aim of this study is to discuss whether Michael E. Porter's Diamond Model, which is developed to measure the competitive advantages of countries at the sectoral level, is an appropriate model to measure the competitive structure of the Turkish tourism. That is because Porter states that the diamond model he developed would not be an appropriate model for the analysis of bequeathed sectors of countries (such as oil and climatic characteristics). And when we look into the issue for Turkey, we see that the country has such elements as climate, natural formations and historical values, which could be regarded as inherited, in the emergence of its tourism sector. All data in diamond model is collected from secondary resources. The major resources are World Tourism Organization data, Ministry of Culture and Tourism data and data from other public institutions. In that sense, the study is a conceptual work.

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1. Introduction

Turkish Language Agency defines the term “competition” as “rivalry, competition, and race among people who pursue the same goal.” And as an economics term, competition can be defined as the process of relationship in the form of rivalry and contrast that occurs between the economic units in order to achieve certain economic objectives such as profit, sales volume and market share in market economies. For free market economy no other element has more strategic importance than competition because competition provides the actualization of economic activities and thus, economic, social and political benefits occur (Yardımcı, 2007). The economic benefits of competition are:

- Efficiency in production: Competition helps companies to produce at maximum level. Companies whose costs decrease will be able to compete in price.
- Efficiency in resource allocation: The production bases of companies are limited. This shows the necessary of using the resources in goods and services demanded to be produced.

* Saban Esen. Tel.: +090- 378-2235391
E-mail address: sesen@bartin.edu.tr

- Efficiency in Innovation: Competition will add value to companies' self-efficacy and help them focus on research and development.

Competitiveness is a situation identified and measured against a competitor. Porter states that competition power at national scale is concurrent with efficiency (Gürpınar, 2007). There are various definitions of the term competitiveness but there is not a common definition accepted by everyone. There are various reasons behind this (Atik, 2005). These reasons are:

- The definition of the competitive power changes according to the such levels as company, industry and country.
- The criteria to define competitive power differ.
- The definition changes according to perspective (macro and micro).

Accordingly, it would be good to analyze competition, which is a multidimensional term, at 3 levels; company, industry and country level (McFetridge, 2005).

In this study, the concept of competitiveness will be discussed. From Porter's strategic management perspective, there are different views on competitiveness. Porter researched the reasons behind the success of industries in one country compared to other countries and the factors that effect the competitive power of a country. In order to see Porter, conducted a study lasting 4 years and tried to explain these studies if the comparative advantage and which is based on the best industry factors are explained adequately by other variables or not.

According to Porter (1990, 1998) national success is not inherited but created. A country's competitiveness depends on the innovation and rising capacity of its industries. The base of competition changed into creating and internalizing knowledge and to the growing role of a country. Competitive power is created and kept alive through highly localized processes. Thus, those countries, which have dynamic and struggling local environment that looks forward, achieve in certain industries (Porter, 1998).

Porter also states that countries' development go through a series of processes. And he called this Competitive Development Model.

1. Diamond Model

Porter explains the success of a country in certain industries and fail in others in his diamond model. According to Porter countries will succeed in industries and industrial sectors where national diamond is the most efficient.

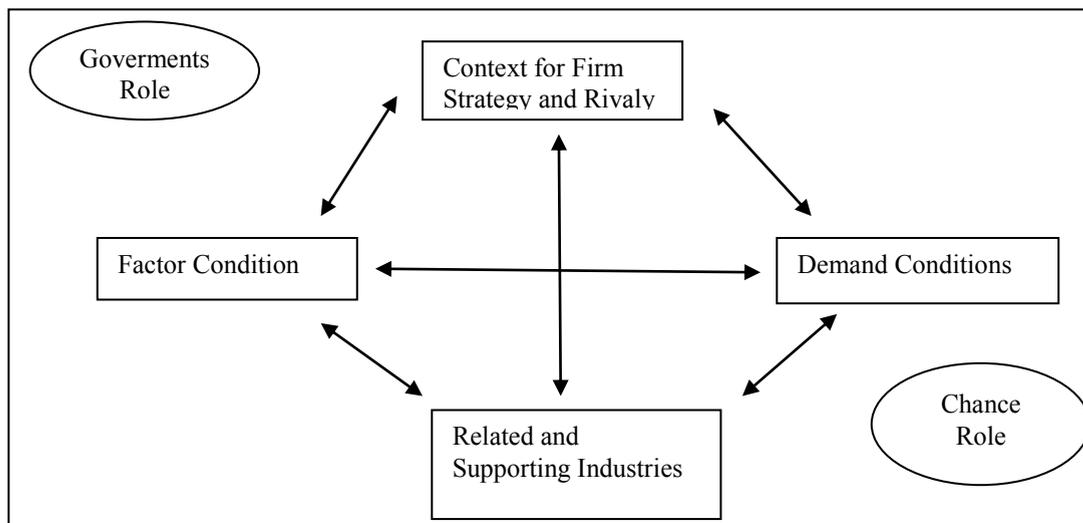


Figure 1: Porter's diamond model

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