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## International Competitive Advantage of Turkish Tourism Industry: A Comparative Analyse of Turkey and Spain By Using The Diamond Model of M. Porter

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### Abstract

In this study it is aimed to identify the differences of Turkish and Spanish Tourism Industries by using the Diamond Model of M. Porter to explain the indicators of different performance of two countries, in the competition of world tourism market. To get answers for the research question, a questionnaire was conducted under the guidance of diamond model and the conclusions of academicians. The questionnaire has two types of questions; 3 scale Likert method (to evaluate the situation of parameter) and open ended questions to get the reasons of the answers for each parameter.

The interview of this study were conducted on senior managers of 16 tour operators and 11 “5” star hotels in Turkey and 13 tour operators and 8 “5” star hotels in Turkey and Spain to get the answers deeply. Also the interviews have been done with the presidents of Turkish Hotel Association and Turkish Travel Agencies Association. Istanbul and Madrid were chosen as the sample research areas as being most popular tourism cities and having tourism demand for 12 months of year and also the number of active alternative tourism types. Data obtained from questionnaires were analyzed and the results of the analyses were discussed and recommendations were provided for managers and academicians.

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Keywords: Competitive advantage industries; Turkish Tourism Industry, Diamond Model

### 1. Introduction

It is seen in the statistics of World Travel and Tourism Council that some nations that compete in international tourism market are more successful than some others. As an example to this case; European Continent has taken the share of 490 billion USD from total world tourism income of 900 billion USD and Spain has the major share in all other European countries with more than 50 million tourist and about 60 billion USD. In this situation Spain has the position of being one of the leader tourism countries in the world and as a competitor of Spain, Turkey has the tourism demand of about 25 million tourist and 20 billion USD income (wttc.org). When it is analyzed on the parameters of cultural and natural touristic sources, both of these countries seen as having similar potential of tourism sources of supplies. In this context, to determine the indicators that expose this difference the research question is: “What are the indicators of different performance about tourism demand and income of Turkey and Spain?” Within the framework

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of competitive advantage of nations, this study focuses on explaining the differences of Spanish and Turkish Tourism Industries under the guidance of diamond model of Michael Porter. In this context, the study begins by a literature review of the statistical data of world tourism industry, diamond model and its sub-parameters, then will go on to answering the research question with the findings of interviews in both countries. Research methodology, analyses results and research model takes place at the following sections.

## 2. Literature Review

**Diamond Model:** The Diamond Model of Porter has a main question that there are inherent reasons about why some countries and industries are more successful than others in global scale. By constructing on this question Diamond Model search for the answer under 4 main sub-determinants (factor conditions; demand conditions; related and supporting industries; firms strategy, rivalry and structure) and 2 other affective sub-determinants (government; chance) (Bahar, 2004; Bulu et al.,2006; Bulu et al.,2004; Cho,2000; Çivi,2001; Gürpınar,2007; Imer,2006; Kibritcioglu,1998; Moon et al.,1998; Porter,1990; Rugman,1993; Timurcin, 2010; Yazmacioglu,2006).

**a) Factor Conditions:** Factor conditions can be seen as advantageous factors found within a country that are subsequently build upon by companies to more advanced factors of competition and also built competitive advantage if they are managed strategically.

**b) Demand Conditions:** As it is told in the literature review of the diamond model, if the local market of a product is more demanded at home than foreign markets, this will can provide a competitive advantage for that industry and product.

**c) Related and Supporting Industries:** If the supporting industries of an industry are competitive and locally situated this will provide competitive advantage for the related industry and this will potentially lead to greater competitiveness for national firms.

**d) Firm Strategy, Structure, and Rivalry:** The structure and management styles of firms in nations have the potential of effecting on competitiveness. For example if the competition in local markets is fierce, firms can get capabilities of competitive advantage in global scale.

Addition to these four factors chance and policies of governments are explained as effective outer factors for competitiveness. The interaction success of these 6 factors of Diamond Model is told as acting in the positive parallelism with competitive advantage and power. With the explanation capability of Porter's diamond model, countries and industries can see their competitive positions and the indicators of competition in the market that they are performing.

## 3. Methodology

### 3.1. Research Goal and Data Collection

In this study it is aimed to identify the differences of Turkish and Spanish Tourism Industries by using the Diamond Model of M. Porter to explain the indicators of different performance of two countries in the competition of world tourism market. To get answers for the research question, a questionnaire was conducted under the guidance of diamond model and the conclusions of academicians. The questionnaire has two types of questions; 3 scale Likert method (to evaluate the situation of parameter) and open ended questions to get the reasons of the answers for each parameter.

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### 3.2. The Analysis of the Competitive Advantage of Turkish Tourism Sector by Porter's Diamond Model

#### 3.2.1. The Evaluation of the Factor Conditions of Turkish and Spanish Tourism Sectors

In this section, the comparative analysis of Spanish and Turkish Tourism sectors was conducted under the sub-parameters of the factor conditions of the diamond model. Based on the answers obtained from the interviews, the effect of the qualified work force on the competition in Spain and Turkey has a similar aspect. Based on this situation, the effect of the qualified work force on competition was expressed positive at 80,95% in Turkey and at 72,41% in

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