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## Competition Strategies for Tourism Industry in the Context of Sustainable Development

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**Abstract:** The subject of competition started to be more important while we are facing with a quick changeable environment and an uncertain future. All around the world in every sector people who try to establish a new business will meet lots of rivals, lots of opportunities with high risks and a competition which ends with death or life. Because of these reasons strategies which help managements to compete with their rival are very important for a sustainable development. In the Travel&Tourism Competitiveness Report which presented by World Economic Forum, Bosnia and Herzegovina and Herzegovina ranked 107<sup>th</sup> among 133 countries in 2009 index. This report shows us that Bosnia and Herzegovina and Herzegovina need to prepare new competitive strategies for tourism industry. If Bosnia and Herzegovina and Herzegovina can market his tourism industry effectively this development also will provide a new way for sustainable development.

The purpose of this study is to determine which competition strategies are suitable for the managements in Bosnia and Herzegovina and Herzegovina to provide sustainable development. In this context we will evaluate the strategies of Porter (Generic Strategies), D'aveni (Hypercompetition), Miles&Snow (Adaptation Strategies).

**Key Words:** Strategy, Competition Strategies, Sustainable Development

### 1. Introduction

In recent years general trends in management area attach importance to information more than physical assets. Companies around the world started to transform themselves for competition with information tools (Kaplan and Norton, 2007). Companies forced to transform themselves because of environment conditions which can change anytime, communication speed is increasing day by day and managers can't see what they face with in the future.

In a world like this, (people/poor or rich), companies (title or big), countries (developed or developing) have to be dynamic and prudent against rivals to compete with them.

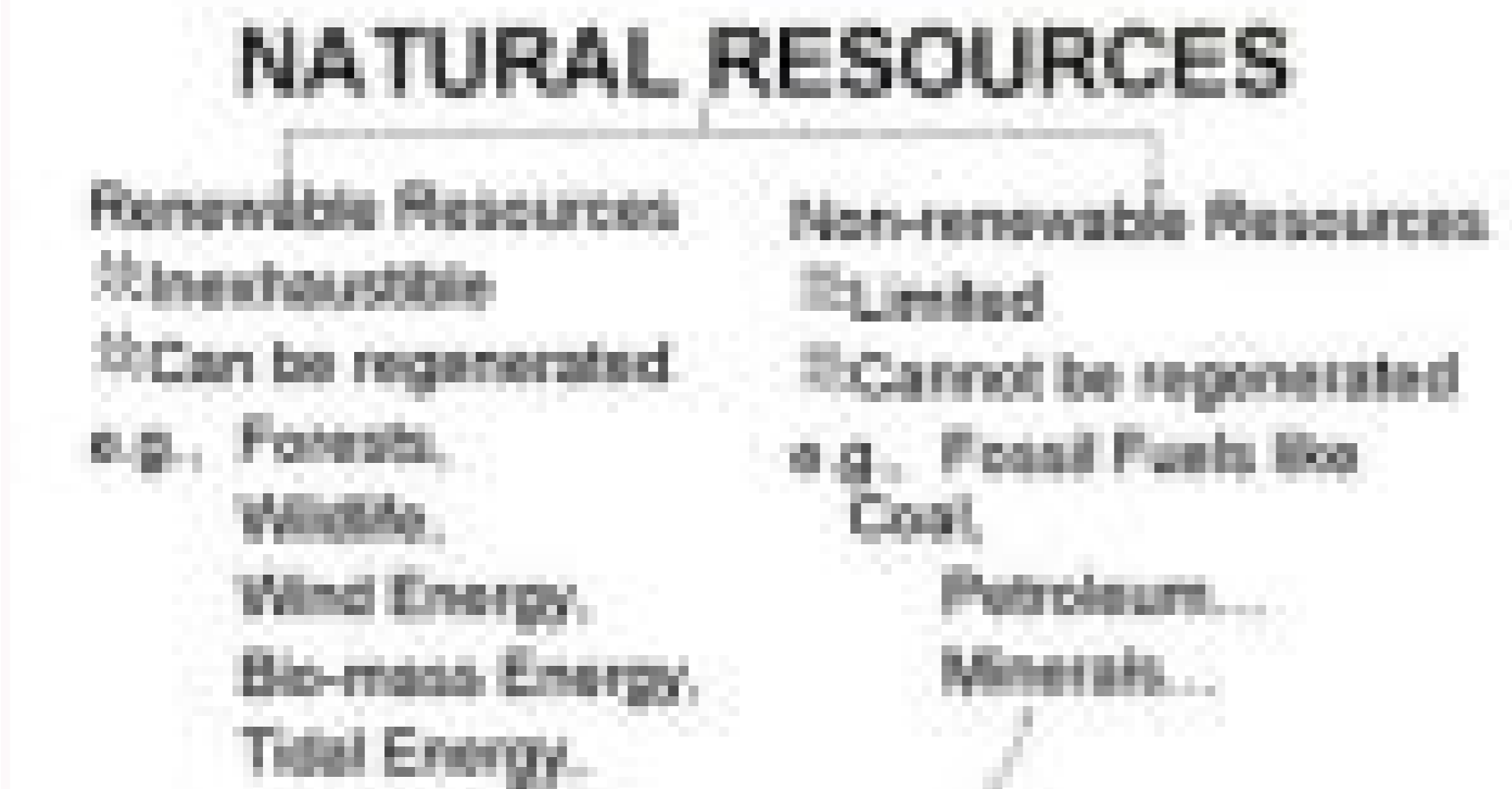
In this study we evaluate the competition from the view of tourism to provide sustainable development. First we asked the question of "Can Bosnia and Herzegovina use tourism to provide development?" and found the place of tourism in Bosnia and Herzegovina economy. Then we checked the structure of tourism in Bosnia and Herzegovina and identified some criterions for the tourism of Bosnia and Herzegovina. Also we examined the rivals of Bosnia and Herzegovina in the tourism sector. And finally we determined some suitable competition strategies for tourism of Bosnia and Herzegovina to provide development. And we presented some suggestions for Bosnia and Herzegovina tourism to provide sustainable development.

### 2. Concept of Competition Strategies

Since the early 1990s firms have faced significant challenges in their operating environments, including stagnant or decreasing market volumes, shorter product and technology lifecycles, and more demanding consumers and competition driven by price that forces participants to rationalise resources wherever possible (e.g. human resources or logistics) (Kotzab et al., 2009). In this new business environment, competitors aggressively introduce new products, change distribution channels, implement cost-cutting programs, and imitate each other's innovations; and companies regularly redraw the traditional boundaries of markets as they globalize their operations in response to the changing regulatory and competitive climate (Akhter, 2003).

In this mercurial environment, some business scholars present some strategies from different perspectives to compete against our rivals. In this study we will evaluate only three author's strategies. These strategies are shown in the table 2.1.

587



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View PDF Volume 3, 2012, Pages 361-366 12|00165-7 Get rights and content Principal component analysis Emerging & developed market Abreu-Novais, M., Ruhanen, L. and Arcodia, C. (2016), "Destination competitiveness: what we know, what we know but shouldn't and what we don't know but should", *Current Issues in Tourism*, Vol. 19 No. 6, pp. 1-21, doi: 10.1080/13683500.2015.1091443. Assaf, A. (2012), "Benchmarking the Asia Pacific tourism industry: a bayesian combination of DEA and stochastic frontier", *Tourism Management*, Vol. 33 No. 5, pp. 1122-1127, doi: 10.1016/j.tourman.2011.11.021. Blancas, F.J., Caballero, R., Gonzalez, M., Lozano-Oyola, M. and Perez, F. (2010), "Goal programming synthetic indicators: an application for sustainable tourism in Andalusian coastal counties", *Ecological Economics*, Vol. 69 No. 11, pp. 2158-2172, doi: 10.1016/j.ecolecon.2010.06.016. Carayannis, E.G., Ferreira, F.A.F., Bento, P., Ferreira, J.J.M., Jalali, M.S. and Fernandes, B.M.Q. 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Guatemala obtuvo una puntuación de 3.3 sobre 7, posicionándose en la casilla 97. El país obtuvo sus mejores puntuaciones en el pilar de competitividad de precios (5.3), seguido por el pilar de priorización de viajes y turismo (4.2) y el pilar de seguridad y protección (4.4). Por el contrario, las puntuaciones más bajas las tuvo en el pilar de recursos culturales (1.8), e infraestructura aérea, terrestre y portuaria (2.4). En comparación a los resultados del 2019, Guatemala retrocedió 2 posiciones y bajó 0.1 puntos. A nivel latinoamericano, Chile (4.3), México (4.3), Brasil (4.2), Costa Rica (4.2) y Uruguay (4.1) obtuvieron las mejores puntuaciones, mientras que Venezuela (3.1), Honduras (3.1), Nicaragua (3.2), Paraguay (3.3) y Guatemala (3.3) obtuvieron las peores. Subíndice Pilares Indicadores Calificación Posición 1 macro habilitador clima de negocios seguridad y protección salud e higiene recursos humanos y medio TICs 2 políticas y condiciones favorables priorización indicadores viajes y turismo apertura internacional competitividad de precios 3 infraestructura transporte aereo terrestre y portuaria servicios turísticos 4 impulsores de la demanda recursos naturales recursos culturales recursos no ociosos 2.7 1.8 1.7 5 sostenibilidad recursos culturales recursos no ociosos

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