

4.



**UNIVERSIDAD
LIBRE®**

*La calidad académica,
un compromiso institucional*



García-Méndez, S.,
Rueda-Galvis, J.F. &
Garavito-Hernández,
Y. (2023).
Competitive analysis
for the
sustainability of
tourism in Colombia.
Criterio Libre, 21(38),
e239593
ISSN 1900-0642
ISSN elect. 2323-0886

Competitive analysis for the sustainability of tourism in Colombia

*Sebastián García-Méndez
Javier Francisco Rueda-Galvis
Youseline Garavito-Hernández*

COMPETITIVE ANALYSIS FOR THE SUSTAINABILITY OF TOURISM IN COLOMBIA *

ANÁLISIS COMPETITIVO PARA LA SOSTENIBILIDAD DEL
TURISMO EN COLOMBIA

ANÁLISE COMPETITIVA PARA A SUSTENTABILIDADE DO
TURISMO NA COLÔMBIA

ANALYSE CONCURRENTIELLE POUR LA DURABILITE DU
TOURISME EN COLOMBIE

SEBASTIÁN GARCÍA-MÉNDEZ ¹
JAVIER FRANCISCO RUEDA-GALVIS ²
YOUSELINE GARAVITO-HERNÁNDEZ³

Fecha de recepción: 14 de julio de 2022

Fecha de aprobación: 24 de abril de 2023

* This article is derived from the research project «Competitive Analysis for the Sustainability of Tourism in Colombia» and it has been financed with its own resources.

¹ SOLYDO Research Group Unidades Tecnológicas de Santander, Bucaramanga, Colombia. Porter Research Group Universidad de Investigación y Desarrollo, Bucaramanga, Colombia. Industrial Engineering, Universidad Santo Tomás, Bucaramanga, Colombia. Master in Business, Universidad Santo Tomás, Bucaramanga. Professor, Unidades Tecnológicas de Santander, Bucaramanga. SOLYDO Research Group. sgarciam@correo.uts.edu.co <https://orcid.org/0000-0002-6077-0248>.

² Porter Research Group Universidad de Investigación y Desarrollo, Bucaramanga, Colombia. Business Administration, Universidad Jorge Tadeo Lozano, Bogotá, Colombia. Master in Financial Sciences and Systems, Universidad Central, Bogotá. Ph.D. of Business Administration, Universidad Antonio de Nebrija, Nebrija, España. Professor, Universidad de Investigación y Desarrollo, Bucaramanga. Porter Research Group. jrueda31@udi.edu.co <https://orcid.org/0000-0002-2795-7844>.

³ Porter Research Group Universidad de Investigación y Desarrollo, Bucaramanga, Colombia. Industrial Engineering, Universidad Industrial de Santander, Bucaramanga. Master in Research in Business Management, Marketing and Accounting, Universidad Complutense de Madrid, Madrid, España. Ph.D. of Business Administration, Universidad Complutense de Madrid. Professor, Universidad de Investigación y Desarrollo, Bucaramanga. Porter Research Group. ygaravito2@udi.edu.co. <https://orcid.org/0000-0002-1644-9959>.

Criterio Libre N.º 38
Bogotá (Colombia)
Enero-Junio
2023
e239593
ISSN 1900-0642
ISSN electrónico
2323-0886

ABSTRACT

The purpose of this document is to provide the different stakeholders of tourism in Colombia with an objective overview of the factors associated with competitiveness and sustainability, enabling the establishment and analysis of potential management scenarios, which must be managed correctly, to obtain suitable positioning and profitability indicators in global markets. The researchers analyzed 22 geographical areas, considering a quantitative descriptive, and principal components analysis, through the use of the SPSS statistical tool. The results allow identifying that the most representative variables are the cultural, economic, marketing strategies, and infrastructure factors, therefore, they should continue to be managed with public and private resources in the framework of guaranteeing continuity and potential improvement. However, aspects inherent to the environmental area, destination management, business management, and social management should be the object of public policies with greater efficacy, efficiency, and effectiveness, to mitigate the existing gaps with other tourist destinations. Likewise, the work highlights the relevance of developing comprehensive projects at the national level, which can generate effects on the multiple variables associated with the competitiveness and sustainability of tourism in Colombia because it represents one of the most important sectors for the national economy due to its contribution in terms of wealth generation and social welfare.

KEYWORDS: :

Colombia; Latin America; regional development; sustainability; tourism and development.

JEL CLASSIFICATION:

L83; Z32; Q56; R58; O54.

RESUMEN

El presente documento tiene como objetivo brindar a los diferentes actores del turismo en Colombia un panorama objetivo de los factores asociados a la competitividad y sustentabilidad, que permita establecer y analizar posibles escenarios, los cuales deben ser gestionados correctamente para obtener un adecuado posicionamiento y rentabilidad en los mercados globales. Los investigadores analizaron 22 áreas geográficas, considerando un enfoque cuantitativo descriptivo y de componentes principales mediante el uso de la herramienta estadística SPSS. Los resultados permiten identificar que las variables más representativas son los factores culturales, económicos, estrategias de mercadeo e infraestructura, por lo que deben seguir siendo gestionados con recursos públicos y privados en el marco de garantizar la continuidad y potencial mejora. Sin embargo, los aspectos inherentes al área ambiental, la gestión del destino, la gestión empresarial y la gestión social deben ser objeto de políticas públicas para mitigar las brechas existentes con otros destinos turísticos. Asimismo, el trabajo destaca la relevancia de desarrollar a nivel nacional proyectos integrales, que puedan generar efectos en las múltiples variables asociadas a la competitividad y sostenibilidad del turismo en Colombia, ya que este representa uno de los sectores más importantes para la economía nacional por su aporte en términos de generación de riqueza y bienestar social.

Palabras clave: América Latina; Colombia; desarrollo regional; sostenibilidad; turismo y desarrollo.

Clasificación JEL: L83; Z32; Q56; R58; O54.

RESUMO

O objectivo deste documento é fornecer aos diferentes actores do turismo na Colômbia uma visão geral dos factores associados à competitividade e sustentabilidade, a fim de estabelecer e analisar possíveis cenários, que devem ser geridos adequadamente para obter um correcto posicionamento e rentabilidade nos mercados globais. Os investigadores analisaram 22 áreas geográficas, aplicando uma abordagem quantitativa descritiva e de componentes principais, utilizando a ferramenta estatística SPSS. Os resultados identificam que as variáveis mais representativas são os factores culturais e económicos, as estratégias de marketing e as infra-estruturas, pelo que devem continuar a ser geridas com recursos públicos e privados, no quadro da garantia de continuidade e melhoria potencial. No entanto, aspectos inerentes à área ambiental, à gestão do destino, à gestão empresarial e à gestão social devem ser objecto de políticas públicas para atenuar as lacunas existentes em relação a outros destinos turísticos. Além disso, o artigo destaca a importância do desenvolvimento de projectos abrangentes a nível nacional, que possam gerar efeitos sobre as múltiplas variáveis associadas à competitividade e sustentabilidade do turismo na Colômbia, uma vez que este representa um dos sectores mais importantes para a economia nacional em termos da sua contribuição para a geração de riqueza e bem-estar social.

Palavras-chave: América Latina; Colômbia; desenvolvimento regional; sustentabilidade; turismo e desenvolvimento.

Classificação JEL: L83; Z32; Q56; R58; O54.

RÉSUMÉ

L'objectif de ce document est de fournir aux différents acteurs du tourisme en Colombie une vue d'ensemble des facteurs associés à la compétitivité et à la durabilité, afin d'établir et d'analyser les scénarios possibles, qui doivent être correctement gérés pour obtenir un positionnement et une rentabilité corrects sur les marchés mondiaux. Les chercheurs ont analysé 22 zones géographiques, en appliquant une approche quantitative descriptive et des composantes principales à l'aide de l'outil statistique SPSS. Les résultats identifient que les variables les plus représentatives sont les facteurs culturels et économiques, les stratégies de marketing et les infrastructures, et doivent donc continuer à être gérées avec des ressources publiques et privées dans le cadre de la garantie de la continuité et de l'amélioration potentielle. Cependant, les aspects inhérents à l'environnement, à la gestion de la destination, à la gestion des entreprises et à la gestion sociale devraient faire l'objet de politiques publiques afin de réduire les écarts existants avec d'autres destinations touristiques. En outre, l'article souligne l'importance de développer des projets globaux au niveau national, qui peuvent générer des effets sur les multiples variables associées à la compétitivité et à la durabilité du tourisme en Colombie, car celui-ci représente l'un des secteurs les plus importants pour l'économie nationale en termes de contribution à la génération de richesses et de bien-être social.

Mots clés: Amérique Latine; Colombie; développement régional; durabilité; tourisme et développement.

Classification JEL: L83; Z32; Q56; R58; O54.

1. INTRODUCCIÓN

Tourism is one of the fastest-growing activities in the past few years with great influence in the economic, social, cultural, environmental, and political realms around the globe, the reason why many countries make great efforts to actively develop their supply as a pivotal part of their economy. Today tourism fosters growth in income in all sectors that are indirectly related through products and services in transportation, hospitality, food, insurance, and many other activities (Altamira & Muñoz, 2007; Ministry of Commerce, Industry and Tourism (MINCIT, 2009).

To enhance the development of tourism at the regional level, it is necessary to analyze the competitiveness conditions inherent to each territory, as well as production management in terms of quality, innovation, technology, and social responsibility as fundamental elements in the tourism value chain (Rueda, 2017). About key concepts, Hassan (2000) defines territory tourism competitiveness as a given based on the capacity of the destination to create added value allowing to sustain their market positioning while optimizing tangible and intangible resources in achieving tourist satisfaction. Tourism competitiveness at the business level relates to market positioning, profits, and expansion of operations beginning with five competitive forces as those referred by customers, suppliers, new competitors, substitute products or services, and the competition level of the sector (Perles-Ribes, Ramón-Rodríguez & Sevilla-Jiménez, 2014; Porter, 1987).

Dogru, Suess & Sirakaya-Turk (2020) and Mustafa, Omar & Syed (2020) set that a tourism destination is competitive if its economic growth and development of its resources are associated with an increase in tourism flow and expenditure and allow comparing the relative position with other destinations, evaluating of its effectiveness in attracting and satisfying visitors with quality into a great tourism experience (Benavides & Venegas, 2013; Brandão, Joia & Canto, 2020). Therefore, tourism destination competitiveness is achieved when it attracts more visitors, who spend more money leading to increased GDP and social-economic well-being of the local's populations (Webster & Ivanov, 2019).

Thus, it is necessary to analyze countries where tourism has become a vital economic engine

for focusing their attention on the factors that could make them a competitive advantage (Isc, Ariyanto, & Kiumarsi, 2019) because tourism competitiveness not only becomes now an important indicator to assess the profitability of the sector in a country (Serrano, Montoya & Cázares, 2018), but also an object of study by various researchers around the world. In this order of ideas, the present study develops a descriptive analysis and a principal components analysis of the main geographical areas in Colombia, based on the data reported by the Colombian Regional Tourism Competitiveness Index (ICTRC) of 2019 (Cotelco & Unicafam, 2019), intending to identify aspects relevant to the competitive condition concerning common variables in the tourism sector (Corzo-Arévalo, García-Méndez & Gutiérrez, 2021). Results from this analysis allow us to determine the most important needs for improving the strategies of tourism sustained by social, cultural, marketing, environmental, infrastructure, and other variables.

2. THEORETICAL FRAMEWORK

IMPORTANCE OF THE TOURISM SECTOR IN THE GLOBAL ARENA

Tourism is an activity that connects social, economic, cultural, and technological factors, as well as many others that shape a complex market comprising a wide supply of all kinds of products and services that involve numerous resources, both tangible and intangible, and qualified human capital (Maráková, Dyr & Wolak-Tuzimek, 2016). Authors such as Chens, Sok & Sok (2008), Corzo (2013), and Brandão *et al.* (2020) posit that the importance of tourist activity and its socioeconomic impact at the national level are due to the direct correlation it possesses with other sectors and industries. Hence, strengthening its development may lead to improving the quality of life of a whole country.

The great benefit of tourism is that it promotes harnessing non-traditional resources such as geographical, cultural, social, technological, and environmental resources, this allows to boost economic development in poor countries, it being a business that demands a great number of human resources (Maráková *et al.*, 2016; Ryan, Mottiar & Quinn, 2012). So, if tourism is competitive, it can quickly take the image of the

nation and its territories into the radar of global travelers, encouraging foreign investment and technology development, reducing poverty, and increasing per capita income and quality of life (Kubickova & Li, 2017; Shahzad, Shahbaz, Ferrer & Kumar, 2017; Xue, Suocheng, Xianfeng & Guanghai, 2009).

Likewise, the tourism sector is essential to the world economy because it is a necessary means to foster development and economic growth, as found by Croes, Ridderstaat & Shapoval (2020), Jovanović, Janković, Milić & Krstić (2014), Wang & Liu (2020), and Webster & Ivanov (2019). The World Tourism Organization claims that 40% of the Gross Domestic Product GDP and 70% of income from service markets in developing countries are generated by tourism; this means that promoting tourism in regions such as Latin America, Africa or Southeast Asia may be the strategy for competitive development that allows these nations to generate sustainable wealth (World Tourism Organization (UNWTO), 2018). Mihalic & Aramberri (2015), Nazmfar, Eshghei, Alavi & Pourmoradian (2019), and the World Travel and Tourism Council cited by Isa *et al.* (2019) show that tourism is the economic sector of fastest development in the past years, and the greatest employment generator at a global level (Dogru *et al.*, 2020; Kolosinska, Petrashchak, Kolosinskyi, & Katana, 2018; Rodríguez-Díaz & Pulido-Fernández, 2021).

On the other hand, the factors that make a tourist destination attractive are not only derived from the geographical features of the site, but also from the elements of the value chain itself, in terms of infrastructure, cost/benefit relation, environment, and sociocultural interactions that represent memorable experiences for the tourist (Azzopardi & Nash, 2017; Goffi, Cucculelli, & Masiero, 2019; Leung & Baloglu, 2013; Mihalic, 2000; Peng & Yuan, 2019). So, offering competitive tourist services depends on a value chain where hundreds of companies operate, with productive systems capable of adapting to the needs of visitors, it has been found that the success of a destination's strategic positioning in the tourist market is determined by a set of decisions that represent a source of competitive advantage over other destinations (Montanari, Engracia Giraldi, & Gabrielli Barreto, 2013; Romão, 2020).

According to the Sustainable Development Goals SDGs and the Millennium Development

Goals MDGs, the importance of the tourism sector in the field of International Cooperation for Development CID is its influence on the living conditions of communities anywhere, the ability to generate employment, and promote the interrelation between multiple sectors (UNWTO, 2018). Whereby 2017 was declared the Year of Sustainable Tourism for Development worldwide. From this moment on, the World Tourism Organization (UNWTO) has channeled efforts in sustainable tourism development to contribute to the fulfillment of the SDGs. Around sustainable economic growth, social inclusion, employment and poverty reduction, efficient use of resources, environmental protection, and the fight against climate change, cultural values, diversity and heritage, peace, and security (UNWTO, 2018).

Therefore, the contribution of tourism activity to the countries based on the Sustainable Development objectives is reflected in different aspects such as promoting development and socioeconomic growth from a small scale, promoting local agricultural production, integrating into the value chain of the destination, improving health and well-being, promote education and training for the population, such as access to drinking water in more places of the destination, among others. Subsequently, the SDGs are relevant not only for the tourism sector but for any other sector since it provides the basis for companies to make efficient use of renewable energies, and promote job creation and income generation, therefore it is also important to indicate that the tourist growth of a destination implies that sustainable infrastructures must be built, therefore, tourism entails multilateral cooperation to achieve the Sustainable Development Goals (Puig Cabrera & Foronda Robles, 2017; UNWTO, 2018).

Finally, to promote the local and national development of the countries, the UNWTO has proposed different strategies during the commemoration of World Tourism Day in 2020, this time the motto Tourism and Rural Development was selected. The proposed strategies are focused on making the cultural heritage and traditions of rural communities known to highlight the fundamental role that tourist activities have in activating the local economy. Several countries participated in this commemoration, this demonstrates the spirit of international solidarity, which runs through tourism and which the UNWTO has recognized as essential for the recovery after the global

crisis caused by Covid-19 because these actions will allow this sector a favorable recovery in the third quarter of 2020 and for the year 2021 a resumption of the tourism sector worldwide (Navarro, Ortega & Torres, 2020; Vega Falcón, Castro & Romero, 2020).

IMPORTANCE OF TOURISM IN COLOMBIA

In the case of Colombia, tourism is currently having a significant impact on the country's economic growth and development. It is related to an increase in income from foreign investment, public revenue, job generation, and business opportunities (García-Méndez, Gutierrez & Garavito-Hernandez, 2022). Therefore, it is considered one of the Latin American countries with the most dynamic tourism development in the past few years, because of the peace agreement between the government and guerrilla groups (MINCIT, 2018).

According to data from the MINCIT (2018), between 2011 and 2017, Colombia presented remarkable growth in the main tourism indicators in the country: international tourist arrivals increased by 69%, foreign currency spending grew by 52%, job generation increased by 19%, and 74% more companies joined the sector, creating tourism supply in 281 towns in the national territory (MINCIT, 2018, p. 4). In addition, the National Department of Statistics revealed that hotel and restaurant occupancy accounted for 3.78% of Colombia's GDP in 2017, asserting the relevance of tourism to the country's economic growth.

As identified by the Tourist Information Center of Colombia (CITUR, 2020), tourism in Colombia during 2017 grew by 28.3% based on the previous year, largely due to the feeling of greater security that arose as a result of the conditions generated by the signing of the peace agreement, making it the second agent of foreign exchange for the country after oil exports and the third-largest generator of employment by employing 1 out of every 11 people (Anzola, Pérez, Riveros & Sánchez, 2014). Compared, data from the UNWTO (2018) and World Travel and Tourism Council (Dichter & Guevara, 2017) affirm that between 2005 and 2016 at the global level the sector grew annually at an average close to 3.9%, while for Colombia in the same period it was 12.2%. Data that demonstrate

the great potential that the country has in this sector and why great efforts should be made to make national tourism a world-class productive and competitive activity that fosters strategic alliances for the creation of innovative business clusters with technological development.

In 2019, the tourist arrivals in Colombia were exceedingly high. 4,515,932 non-resident visitors arrived in the country, growing 2.7% to 2018, and the hotel occupancy represented 57.8% of nominal income in travel agencies, with a 3.7% growth. Reports from MINCIT (2022) show that, despite the Covid-19 crisis, nearly 1,383,868 non-resident visitors arrived in the country between January and December, including 791,673 non-Venezuelan foreigners, being the United States the country with the most visitors representing 25.5% and Bogota received the highest number of non-resident tourists followed by Cartagena, Medellin, and Cali. Regarding internal tourism, according to the Survey of Internal Tourism Expenditure, in the third quarter of 2019 Colombia received 3,344,000 tourists in main cities, representing a 12.1% growth from 2018. This generated a USD 6.8 billion income from air travel, which is 1.9% higher than the year before (National Bank: Balance of Payments). In quarter three of 2020, the number of people who traveled internally fell to 2019, Survey of Internal Tourism Expenditure shows that 15.6% of the Colombian population did some tourist or excursion activity in 2019 while only 2.6% did so in 2020.

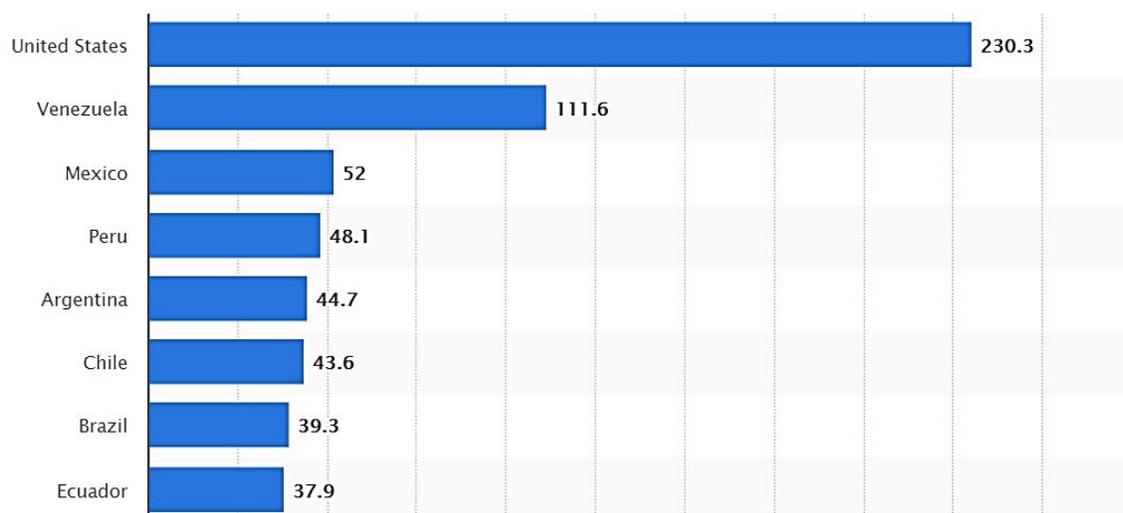
Without considering the effects generated by the global phenomenon of the Covid-19 pandemic, the givens presented by the MINCIT (2022) to the first quarter of 2020 show that in Colombia tourism represents for the national economy a highly positive performance, insofar as the 2019 GDP Gross Domestic Product grew by 4% compared to the same ruble of the previous year, which means a 2% more contribution to the national added value. In terms of foreign currency to the country during 2019, more than USD 4,864 million was entered as money contributed by travelers who arrived in Colombia between January and September, which represents 2.1% more than in 2018 and an approximate generation of 2 million new direct and indirect jobs that represent 3.7% more jobs than in 2017 and about 8.8% of the total jobs in the entire national territory (MINCIT, 2022). These values show that tourism in Colombia is increasingly important in the national context, which is demonstrated by the increase in the

level of tourism competitiveness established by the World Economic Forum (Uppink & Soshkin, 2019) by increasing 13 places from position 68 in 2015 to 55 in 2019 among a total of 140 countries analyzed.

It should be noted that the non-resident foreign tourists who visit the country the most are, in their order, the United States of America 22%, México 7%, Peru 6,3%, Argentina 6%, Chile 5,5% and Brazil 5%, representing a total of 3.9 million travelers through international flights (January to October 2019) which means 4.5% more air passengers than in 2018 with the highest hotel occupancy

in the last 15 years with 57.9%, being Bogotá DC with 42% the city that receives the most foreign tourists followed by Cartagena 16%, Medellín 14% and Ipiales 5.3% (Ministerio de Relaciones Exteriores, 2021). In the consolidated year 2020 and as shown in Figure 1, the United States of America was the country that contributed the highest number of non-resident international tourists to tourism in Colombia with an estimated total of 230,000 visitors, followed by Venezuela with 112,000, Mexico with 52,000, Peru 48,100, Argentina 44,700, Chile 43,600 and Brazil 39,300, highlighting that Spain with 29,600 travelers is the first European country that brings tourists during this period (Statista, 2022).

Figure 1. The number of international tourists to Colombia 2020.



Source: Statista (2022).

Finally, the National Administrative Department of Statistics (DANE) (2020) and Statista (2022) show a forecast of the estimated absolute economic contribution of tourism in Colombia of 19,435 million U.S. dollars by 2025, elements that are going to be strengthened by the new Financing Law that raises great benefits, especially of a tax nature with a preferential rate of 9% for income tax for 10 to 20 years, an aspect that is expected to attract greater investments that develop the sector at levels never before seen in the country in hotel centers, theme parks, ecotourism, nautical piers, and agro-tourism,

among others (Santoro, 2019). Attracting foreign direct investment is the fundamental task in this regard, which is why the country wants to be seen as an attractive, sustainable, safe, and profitable destination to do business of great magnitude, a situation that complements the figures of the last decade in which Colombia received attracted more than 500 investors in projects associated with about 200 new hotels that offer more than 20,000 rooms, which in 2019 meant contributions to the nation worth US \$ 11,159 million US dollars for foreign investment (Banco de la República, 2020).

A reflection of the above is the fact that large hotel chains as well-known as Hilton, Grand Hyatt, JW Marriott, Four Seasons, Intercontinental Hotels Group, Accor, and NH among many others, have investments and an active presence in Colombia through the franchise model and Capital funds with local and foreign investors, which in turn promotes the development of other sectors such as construction with first-rate urban and architectural projects with tourist facilities that meet international standards. All this allows international investor groups to expand their commercial horizons not only to other cities in Colombia but also to promote new operations with allies throughout the Latin American environment, generating hundreds of new jobs and a greater positioning of the country as a tourist destination in themes of fun, business, health, culture among others (MINCIT, 2022).

FACTORS ASSOCIATED WITH TOURISM COMPETITIVENESS AND SUSTAINABILITY

The competitiveness of a country is determined by the level of productivity that each economic sector achieves, which is why it is interpreted as an indicator of sustainable development through the selling of goods and services with added value. This definition is rather fitting for tourism, where being competitive means being able to sell products and services that satisfy the needs and expectations of the local and international traveler, in a sector where the supply of destinations grows constantly with a larger quality/price ratio and more innovative elements (Müller, 1995).

Buitrago, Rodríguez & Serna (2019), Cabrera-Martínez, López-López & Ramírez (2011), and Garavito & Rueda (2021) posit that the focus should be on creating strategies that develop sustainable competitive advantages in a market with a strong commercial rivalry and demanding customers. Supply chains should be connected with efficient production systems that generate market synergy through research and innovation. This implies the ability to incorporate changes according to the needs and expectations of customers, so associative management models can help create more added value throughout the production chain, allowing to create a truly competitive, multidimensional tourism industry (Goffi *et al.*, 2019; Knežević, Dwyer, Koman,

& Mihalič, 2016; Salinas, Serdeira, Martín, & Rodríguez, 2020; Wang & Liu, 2020). Tourism competitiveness must be achieved by firstly establishing political measures that promote the sector's development so that adequate business models for the local business environment and market demand can be implemented (Das & Dirienzo, 2012; Rodríguez-Díaz & Pulido-Fernández, 2021). For Brent & Crouch (2003), tourism competitiveness possesses 36 elements that dynamize its development, which can be grouped into five categories: supporting and resource factors, basic-attracting factors, destination management, destination policy, and qualification determinants. So Kozak, Kim & Chon (2017) suggest that competitiveness be validated with another similar destination from a different country. Dupeyras & MacCallum (2013) propose that a country's tourism competitiveness must be evaluated based on the contribution to GDP, income per visitor, employment generation, foreign currency spending, and the tourist's satisfaction level. Regarding the tourist's satisfaction level, Fuchs & Weiermair (2004) identify three determining factors, which are the market conditions, performance to the customer's needs, and the excitement or extreme complacency with the aspects that make the destination attractive.

Reisinger, Michael, & Hayes (2019) found that the competitiveness of a tourist destination depends on three kinds of resources: inherited and capitalizable resources (location, environment, culture, people, etc.), created and manageable resources (occurrences, special events, business, architecture, etc.) and external and adaptable resources (politics, economy, technology, etc.). Similarly, Dwyer, Mellor, Livaic, Edwards & Kim (2004) developed a competitiveness model for any tourist destination, comprising 84 indicators and 7 main determinants: given resources, created resources, supporting factors, situation conditions, demand factors, and performance factors. Kubickova & Lee (2018) define competitiveness in terms of four components given by the capacity of sustainable resources, memorable experiences for tourists, management performance, and quality of life in the surroundings.

Melián-González & García-Falcón (2003) built a competitiveness assessment model divided into two groups supported by natural resources and cultural resources, which is applied in tourism in Spain. Gooroochurn & Sugiyarto (2005) made

a model that evaluates the competitiveness of tourist destinations with several units of analysis such as prices, economic openness, technology development, infrastructure, human development, community social development, environment, and human capital. Montanari *et al.* (2013) propose that the competitive position of a tourist destination should be aligned with the principles of sustainable development as an added value commitment to preserving the environment, as part of the public and private interests, so that Budeanu (2005) and Peng & Yuan (2019) suggest that it is not possible to achieve tourism competitiveness without sustainability practices that demonstrate conditions of the quality of life of the local community and the tourist attractions of the place.

Destinations with the highest levels of tourism competitiveness are located in countries with higher economic development (Kubickova & Li, 2017; Mustafa *et al.*, 2020). Therefore, proposing

adequate management of this in developing countries such as Colombia would be a great strategy to increase development and quality of life, in turn contributing to generating wealth and social wellbeing (Azzopardi & Nash, 2017; Leung & Baloglu, 2013; Navickas & Malakauskaite, 2009).

3. METHODS

This study was developed under a quantitative focus with a non-experimental, cross-sectional design and descriptive analysis (Hernández, Fernández & Baptista, 2016) around the different topics of the Colombian Regional Tourism Competitiveness Index. The population in this study involves data from 30 departments of Colombia and Bogota Capital City. Non-probabilistic convenience sampling generated a total of 22 geographical areas of interest with high representativeness (Table 1):

Table 1. Geographical areas included in the study.

1. Antioquia	2. Caquetá	3. Huila	4. Risaralda
5. Atlántico	6. Casanare	7. Magdalena	8. Santander
9. Bogotá	10. Cauca	11. Meta	12. Tolima
13. Bolívar	14. Cesar	15. Nariño	16. Valle del Cauca
17. Boyacá	18. Córdoba	19. Norte de Santander	
20. Caldas	21. Cundinamarca	22. Quindío	

Source: Own elaboration.

DATA ANALYSIS

A descriptive analysis and principal components analysis was performed to process the data. The latter is a multivariable technique that reduces the data to an appropriate level of relevance to identify significant variables that allow for a better interpretation. It should be noted that the

data obtained through principal components analysis were treated and validated statistically by applying a normality test, a Kaiser-Meyer-Olkin test, and Bartlett's sphericity test. A total of eight variables were included in the study, which was codified for interpretation in Table 2.

Table 2. Variables from the Colombian Regional Tourism Competitiveness Index.

Name of the variable	Code
Cultural	CUL
Environmental	AMB
Destination management	GES
Economic	ECO
Business	EMP
Marketing strategy	EST
Social	SOC
Infrastructure	INF

Source: Own elaboration.

4. RESULTS

In the Table 3, it will explain the different codifications around the study.

Table 3. Codifications around the study.

Topic	Codification
Inventory of cultural heritage	CUL1
Supply of cultural tourism products	CUL8
Cultural attractions declared national assets of cultural interest	CUL9
Cultural attractions of the department declared world heritage sites	CUL10
Offer of gastronomic tourism products	CUL12
Events for the preservation and promotion of traditional gastronomy	CUL13
Technical design of cultural products	CUL14
Traditional festivities and events	CUL16
Water quality	AMB1
Nature tourism products	AMB2
Diversity in fauna and flora	AMB4
Concentration of endemic species	AMB5
Environmental vulnerability	AMB6
Biodiversity at risk	AMB7
Natural areas for tourist use	AMB8
Technical support for the supply of nature products	AMB15
International environmental awards	AMB17
Environmental protection areas	AMB18
Adaptation to climate change	AMB19
Risk management	AMB20
Protected areas with environmental management plan	AMB21

Environmental complaints	AMB23
Sustainability certified destinations	GES1
Tourism development plans	GES4
Tourism in development plans	GES5
Parafiscal contribution	GES9
Project financing	GES10
Investment budget for tourism	GES15
Offices specialized in tourism management	GES19
Production of travel and tourism statistical information	GES29
Security of tourism companies	GES32
Terrorist events	GES33
Homicides	GES34
Police availability	GES36
Availability of tourist police	GES37
Tourist information points	GES38
Road accidents	GES40
Return to parafiscal contribution	GES43
Regionalized budget for tourism	GES44
Crimes committed against tourists	GES45
RevPar average	ECO1
Percentage of hotel occupancy	ECO2
Entry of foreigners	ECO3
Tourism sector tax collection as a proportion of tourism PIB	ECO5
IPC passenger air transport	ECO12
IPC of package tours	ECO13
Added value of the tourism sector	ECO14
Share of tourism in PIB	ECO15
Gross fixed capital formation in the tourism sector	ECO17
Passenger air transport occupancy factor	ECO18
Number of travelers arriving in the department by air terminals	ECO19
Number of travelers arriving in the department by land terminals	ECO20
Corporate tax burden	ECO21
Public-private cooperation agreements	EMP3
Execution of tourism projects in public-private alliances	EMP4
Tourist service providers certified in tourism quality	EMP5
Professional tour guides with RNT	EMP6
Categorized hotel rooms	EMP7
Restaurants categorized	EMP8
List of tourism service providers with cancelled registrations	EMP9
Rooms linked to national hotel chains	EMP13

Rooms linked to international hotel chains	EMP14
Tourist service providers certified in sustainability with a seal of tourism quality	EMP32
Ease of starting a business	EMP33
Technical support for the design of tourism products	EST1
Relationship between the tourism vocation of the department and the promotion of tourism products	EST4
Promotion through tour guides	EST5
Availability of package tours at OTAS	EST6
Participation in national trade fairs specializing in tourism	EST10
Participation in international fairs specialized in tourism	EST11
Promotion in virtual media	EST14
Objective underemployment	SOC1
Labor informality	SOC5
Direct employment in the tourism sector	SOC6
Indefinite-term contracts	SOC7
Schools with training in tourism	SOC8
Undergraduate programs in tourism	SOC9
Postgraduate programs in tourism	SOC10
Bilingualism in T&T programs in tourism	SOC23
Bilingualism in professional tourism programs	SOC24
Tourism sector salary	SOC25
Share of tourism in employment	SOC26
Broadband internet service penetration rate	INF1
Broadband Internet connection speed	INF3
Dropped calls on the cell phone network	INF4
Institutions providing health services	INF5
Institutions providing high-level health care services	INF6
Availability of hospital beds	INF7
Electronic teller machines	INF8
Availability of data phones	INF10
Water service coverage	INF11
Sewerage service coverage	INF12
Coverage of sanitation services	INF13
Coverage of electric power service	INF14
Air operations by airport	INF15
Land transportation terminals	INF16
Paved roads in good condition	INF19
Domestic air connectivity	INF22
International air connectivity	INF23
Seats offered on domestic commercial flights	INF24

Accessibility plans for people with disabilities	INF25
Natural gas service coverage	INF30
Availability of ambulances	INF31
Seats offered on international commercial flights	INF32

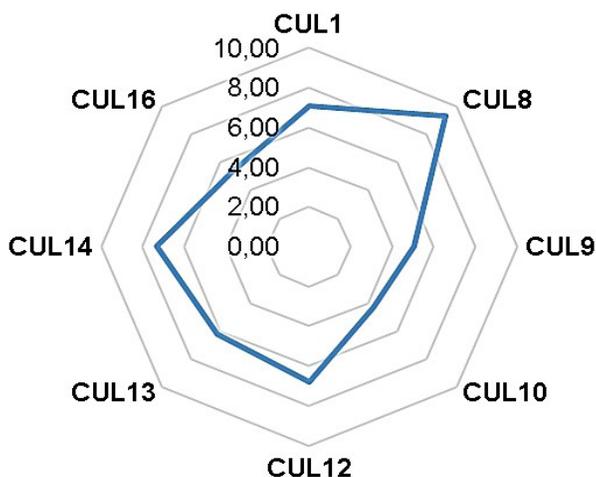
Source: Own elaboration.

DESCRIPTIVE ANALYSIS OF RESULTS

Descriptive statistics for this study focus on the inherent dimensions of the elements that constitute the Colombian Regional Tourism Competitiveness Index 2019 (Cotelco & Unicafam, 2019), which provide a high-level perspective of each variable. The first analysis reveals that cultural (CUL) elements show great capacity for supplying tourist services, with a tendency to increase in most geographical areas. The best results are related to the

inventory of cultural patrimony (CUL1), supply of cultural tourism products (CUL8), and technical design of cultural products (CUL14). Figure 2 shows great weaknesses in consolidating attractions declared world heritage sites. The best results are related to the inventory of cultural patrimony (CUL1), supply of cultural tourism products (CUL8), and technical design of cultural products (CUL14). Figure 2 shows great weaknesses in consolidating attractions declared world heritage sites.

Figure 2. Descriptive statistics of the cultural variable.

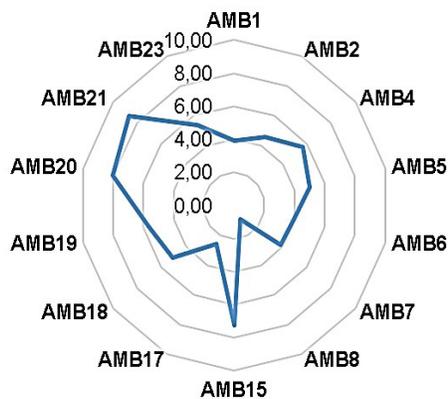


Source: Own elaboration.

Items relating to the environmental (AMB) variable show a favorable position to risk management in the territory, which reflects an intention to perform activities for identifying, reducing, or eliminating adverse effects deriving from tourist activity in the territory. Figure 3 shows that the main variables were: technical support for the supply of natural products (AMB15), risk management (AMB20), and protected areas with an environmental management plan (AMB21).

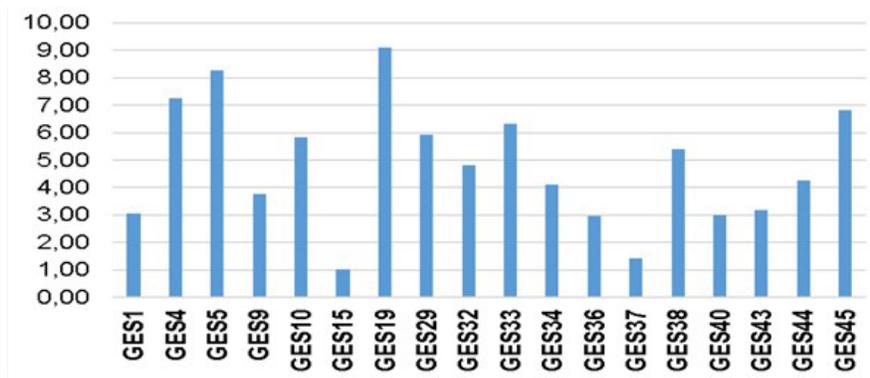
Results for the destination management variable (GES). Figure 4 shows that the most relevant elements were: tourism development plans (GES4), tourism as proposed in development plans (GES5), offices specialized in tourism management (GES19), and management of crimes against tourists (GES45). It is therefore recognized that a strong potential exists in regions that include tourism in their development plans.

Figure 3. Descriptive statistics of the environmental variable.



Source: Own elaboration.

Figure 4. Descriptive statistics of the environmental variable.



Source: Own elaboration.

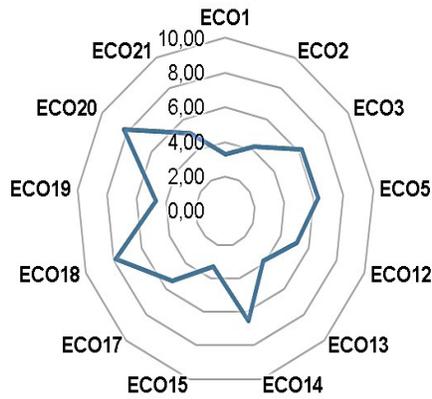
Figure 5 shows results for the economic (ECO) variable, where the highest scores were obtained for the following factors: an added value for tourism (ESO14), occupancy of air transport for passengers (ECO18), and the number of travelers arriving in the department by bus terminals (ECO20).

Dimensions from the business (EMP) variable in Figure 6 reveal a clear tendency towards sustainable sites. The most relevant elements were: national hotel chains (EMP13) and quality certified tourist services (EMP32). Limitations were found regarding the capacity of available rooms

in hotels, which affects competitiveness, though this could be solved by bringing international hotel chains that add value to the destination.

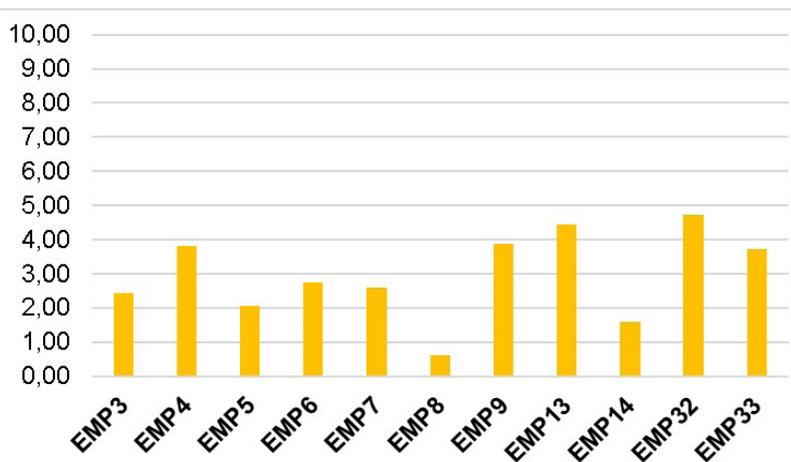
Analysis of the marketing strategy (EST) variable (Figure 7) suggests that companies located in geographical areas included in the study currently perform specific digital marketing practices, highlighting the elements: technical support for tourist product design (EST1), availability of tourist packages in online travel agencies (EST6) and promotion in online media (EST14).

Figure 5. Descriptive statistics of the economic variable.



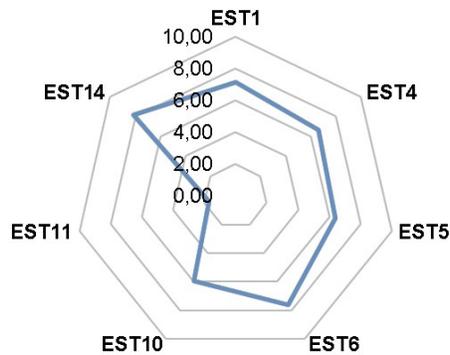
Source: Own elaboration.

Figure 6. Descriptive statistics of the business variable.



Source: Own elaboration.

Figure 7. Descriptive statistics of the marketing strategy variable.

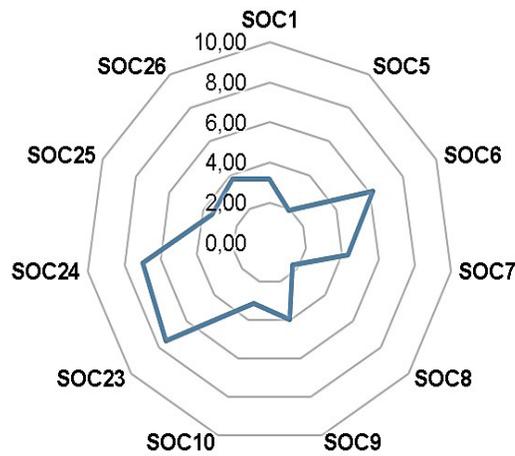


Source: Own elaboration.

Results from the social variable (SOC) in Figure 8 identify direct employment in tourism (SOC6), bilingual education in secondary school tourism programs (SOC23), and bilingual education in professional tourism programs (SOC24) as the main items.

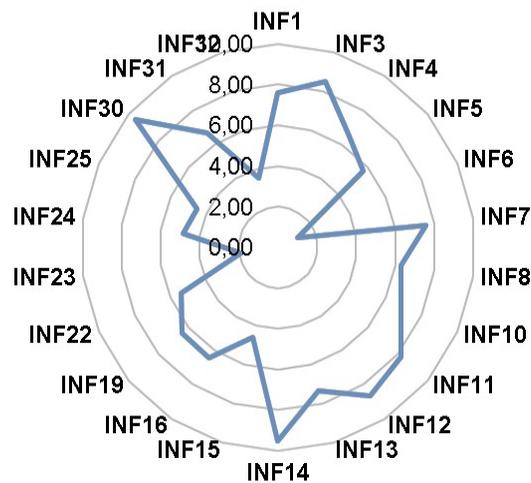
Lastly, the infrastructure variable (INF) in Figure 9 shows that there is high coverage of public services, such as electric power and gas, in the tourist areas included in the study. Broadband internet speed (INF3), sewage systems coverage (INF12), electric power coverage (INF14), and gas coverage (INF30) were found to be the main factors contributing to the tourists' having a good experience.

Figure 8. Descriptive statistics of the social variable.



Source: Own elaboration.

Figure 9. Descriptive statistics of the infrastructure variable.

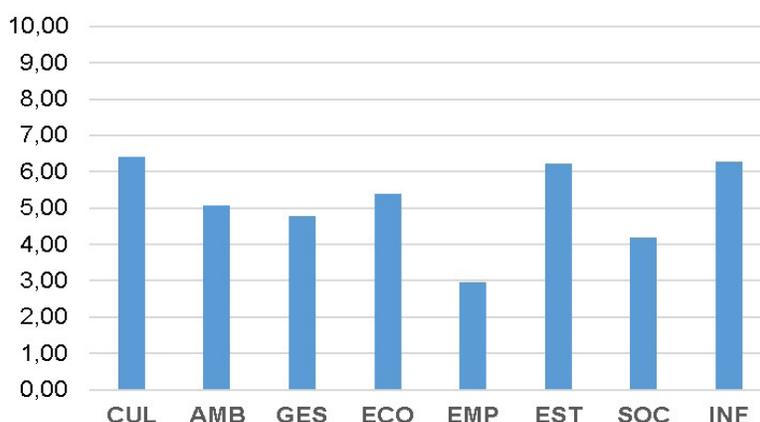


Source: Own elaboration.

In synthesis, it can be observed that the geographical areas included in the study have low competitiveness scores when compared to international standards. Only the *cultural, marketing strategy and infrastructure* factors perform well, while great barriers are found in

the business and social factors. The territories with the best scores were Bogota, Risaralda, Valle del Cauca, Antioquia, Quindio and Santander. The ones with the lowest scores were Cordoba, Cesar, Norte de Santander, Casanare, Nariño and Meta (Figure 10).

Figure 10. Descriptive statistics of all ICTRC variables.



Source: Own elaboration.

PRINCIPAL COMPONENTS ANALYSIS

A principal components analysis was conducted to reduce the complexity of the study, as this is a method that describes the whole behavior of the data in terms of a few factors (Quindemil & Rumbaut, 2019). The Kaiser-Meyer-Olkin test

had a result of 0.6, while Bartlett's sphericity test resulted in 0.0 (Dziuban & Shirkey, 1974), which validates the adequacy of the factorial analysis and the variance, which is approximately 73% (Table 4).

Table 4. The total variance is explained by the factorial analysis.

Component	Total variance explained								
	Initial eigenvalues			Sum of squares at the extraction			Sum of squares at rotation		
	Total	% variance	% cumulative	Total	% variance	% cumulative	Total	% variance	% cumulative
1	4,4	55,2	55,2	4,4	55,2	55,2	3,3	41,3	41,3
2	1,4	17,5	72,7	1,4	17,5	72,7	2,5	31,4	72,7
3	0,8	10,3	82,9						
4	0,5	6,2	89,1						
5	0,4	4,4	93,5						
6	0,3	3,7	97,2						
7	0,2	2,1	99,3						
8	0,1	0,7	100,0						

Source: Own elaboration.

Table 5. The total variance is explained by the factorial analysis.

	Component	
	1	2
ECO	0,908	0,012
EMP	0,862	0,084
INF	0,805	0,285
CUL	0,667	0,493
AMB	-0,022	0,878
EST	0,539	0,725
GES	0,121	0,711
SOC	0,579	0,614

Source: Own elaboration.

Results from the principal components analysis clearly show two components, which are associated with economic and environmental factors (Table 5).

The first component is composed of the cultural, infrastructure, business, and economic variables, the latter being the most representative. These results are in line with the relevance for the sector found in many regions in the study, which suggests that the economic element has the potential to greatly impact the competitiveness of companies, the development of territories, and the cultural flux, both at the national and international level. On the other hand, the second component involves the social, destination management, marketing strategy, and environmental variables. The latter is the most important one, influencing the sustainability of territories that offer tourist services.

5. DISCUSSION

In This research shows that tourism companies not only need strategies for the preservation of cultural patrimony and cultural products but also innovations to make the destination more attractive, as proposed by Arroyo (2018) and Márquez-González & Caro (2017). Also, great improvement areas are observed regarding the development of more natural areas for tourism, based on the growing demand from tourists seeking

a balance between consumption, services, and preservation in scenarios sustainability models (Budeanu, 2005; Pérez, 2019; Segrado, González, Arroyo & Quiroga, 2017). Thus, it is therefore recognized the importance that the public sector formulates strategies that involve the people and private entities in the economic activity associated with tourism (Verdugo-Berna, Velastegui-Caceres, Limaico-Nieto, Salazar-Andrade & Flores-Mancheco, 2019).

In addition, a significant weakness can be seen in budget resources in governments, which presents an obstacle for developing infrastructure, human capital, and technology projects to reach enough competitiveness to attract tourists (Brandão *et al.*, 2020; García, Álvarez & Peñuela, 2020). Similarly, this research recognized that Growth in air and ground transportation is positive, as it promotes tourism development and the enjoyment of the natural environment in the region (Montanari *et al.*, 2013). In the same way, one of the greatest potentials for attracting tourists to a destination are national hotel chains and quality certified tourist services as Goffi *et al.* (2019) and Croes *et al.* (2020) consider in their research.

Likewise, the authors considered that marketing strategy is important for customers and companies since destinations are currently found through online platforms or social media. This is mainly because of the shortcomings in participating in international tourism events

or fairs, which are imperative informational platforms for all stakeholders (Andrade, 2016). Meanwhile, the lack of training in a second language for operational staff is a key factor contributing to the loss of competitiveness in rural territories, as it limits the integration of international tourists into the Colombian social environment. This weakness can be explained by labor informality and low professionalization that are common in the sector (García *et al.*, 2020). Also, there are weaknesses in the coverage of high-level health services, detracting from the competitiveness of health tourism, which is a booming sector globally (De la Puente, 2015). Finally, the results are in line with the proposition by Brandão *et al.* (2020), supporting the notion that economic activities in tourism are an important focus for commercial operations at a national level (Hermawati, 2020).

6. CONCLUSION

Although Colombia has a great potential destination to develop tourism as an important source of income, wealth, and social welfare, the current level of competitiveness shows that the sector has not reached the quality standards demanded by the international market, which is why it is necessary to implement strategies that integrate with government policies with new private-public investments in the development of world-class tourism. To this end, it is imperative to create competitive conditions that link all the stakeholders of the sector to improve the offer of tourist goods and services under the environmental characteristics of each national territory, to effectively position the country as one of the destinations' favorites of local and foreign tourists.

The creation of clusters and public-private partnerships are a key element to achieving the levels of investment that effectively boost the competitive growth of tourism in Colombia, so a greater number of government incentives of a tax and social nature will attract the interest of national and foreign investors, especially in territories that lack productive and technological infrastructure but with a high tourist potential and added value for the development of socio-cultural, landscape, ecological and adventure leisure activities for first-class international tourists.

Achieving professionalize through training and

education to the human capital that participates in tourism processes and business practices in all the entities that make up the value chain of this sector, will allow equalizing in the short time the competitiveness indicators imposed by the international market, contributing to directly to the reduction of the economic and social inequality gap that currently exists in the country. Essential aspects such as bilingualism, service management, market intelligence, customer service even some of the training processes pending in the tourism business environment in Colombia, which becomes low levels of attracting and retaining tourists, an aspect where the academy can be a strategic partner of sum importance given the great capacities of human resources as technicians for the development of research and advice in the design of strategies that favor one of the sectors that greater generation of employment and wealth can contribute the country.

Colombia must implement from all strategic approaches the development of tourism as an alternative for socioeconomic growth, for which approaches such as rest, health or business tourism can be other complementary axes based on the high potential of opportunities and capacities that the country has for this type of projects. In the same way, complement these strategic orientations with the development of other profitable alternatives such as the tourism of adventuring, sporty, religious, cultural, environmental, academic, gastronomic, archaeological or that of fairs and festivals of traditions, they are tourist activities with high development potential in the face of the growing demand from the local and international market.

REFERENCIAS

- Altamira, R., & Muñoz, X. (2007). *El turismo como motor de crecimiento económico*, 677-710). Anuario Jurídico y Económico Escurialense.
- Andrade Yejas, D. A. (2016). Estrategias de marketing digital en la promoción de marca ciudad. *Revista EAN* (80), 59-72. <https://doi.org/10.21158/01208160.n80.2016.1457>
- Anzola, M. E.; Pérez, B. H.; Riveros, M. E., & Sánchez, C.I. (2014). Plan sectorial de turismo 2014 - 2018. "Turismo para la construcción de la paz", 1-39. Ministerio de Comercio, Industria y Turismo, Departamento Nacional

- de Planeación. Retrieved from https://www.citur.gov.co/upload/publicaciones/documentos/155.Plan_sectorial_de_turismo_2014_2018.pdf
- Arroyo Cobeña, M. V. (2018). Importancia del turismo para el desarrollo local de la provincia Manabí. *RECUS. Revista Electrónica Cooperación Universidad Sociedad*, 3(1), 44-49. <https://doi.org/10.33936/recus.v3i1.1284>
- Azzopardi, E., & Nash, R. (2017). A Review of Crouch and Ritchie's, Heath's, and Dwyer and Kim's Models of Tourism Competitiveness. *Tourism Analysis*, 22(2), 247-254. <https://doi.org/10.3727/108354217X14888192562483>
- Banco de la República (2020). Turismo. Retrieved from <https://www.banrep.gov.co/es/taxonomy/term/4306>
- Benavides, G. F., & Venegas Calle, S. del P. (2013). Una aproximación a la competitividad, las tendencias y la política pública en el turismo colombiano. *Revista de Análisis Turístico*, 16(2), 1-12.
- Brandão Cavalheiro, M.; Joia, L. A., & Canto Cavalheiro, G. M. (2020). Towards a Smart Tourism Destination Development Model: Promoting Environmental, Economic, Socio-cultural and Political Values. *Tourism Planning & Development*, 17(3), 237-259. <https://doi.org/10.1080/21568316.2019.1597763>
- Brent, J. R., & Crouch, G. I. (2003). *The competitive destination: A sustainable tourism perspective*. United Kingdom: Cabi Publishing.
- Budeanu, A. (2005). Impacts and responsibilities for sustainable tourism: a tour operator's perspective. *Journal of Cleaner Production*, 13(2), 89-97. <https://doi.org/10.1016/j.jclepro.2003.12.024>
- Buitrago Mejía, A.; Rodríguez Barrero, M. S. & Serna Gómez, H. (2019). Modelo de evaluación de la gestión y competitividad empresarial. *Podium*, 35, 97-118. <https://doi.org/10.31095/podium.2019.35.7>
- Cabrera-Martínez, A. M.; López-López, P. A., & Ramírez Méndez, C. (2011). *La Competitividad Empresarial: Un Marco Conceptual Para Su Estudio*. 1st ed. Bogotá: Ediciones Fundación Universidad Central.
- Chens, C.-Y.; Sok, P., & Sok, K. (2008). Evaluating the Competitiveness of the Tourism Industry in Cambodia: Self-assessment from Professionals. *Asia Pacific Journal of Tourism Research*, 13(1), 41-66. <https://doi.org/10.1080/10941660701883367>
- Corzo-Arévalo, D. H.; García-Méndez, S., & Gutiérrez, J. C. (2021). Cultural management as a tourism competitiveness factor. Principal component analysis (PCA) for Colombia. *Revista Interamericana de Ambiente y Turismo-RIAT*, 17(1), 78-86. <https://doi.org/10.4067/S0718-235X2021000100078>
- Corzo, D. (2013). *Plan Estratégico de Seguridad Turística: Reto Competitivo de Colombia. Propuesta de Actualización para el Cuatrienio 2014-2018*. Universidad Autónoma de Bucaramanga.
- Cotelco, & Unicafam (2019). Índice de competitividad turística regional de Colombia - ICTRC departamentos 2019. Retrieved from Centro de Pensamiento Turístico de Colombia. <https://cptur.org/publicaciones>
- Croes, R.; Ridderstaat, J., & Shapoval, V. (2020). Extending tourism competitiveness to human development. *Annals of Tourism Research*, 80, 102825. <https://doi.org/10.1016/j.annals.2019.102825>
- Das, J., & Dirienzo, C. E. (2012). Tourism Competitiveness and the Role of Fractionalization. *International Journal of Tourism Research*, 14(3), 285-297. <https://doi.org/10.1002/jtr.866>
- De la Puente, M. (2015). Health tourism sector: The Colombian case. *Revista Economía Del Caribe*, 16(1), 129-161. <https://doi.org/10.14482/ecoca.16.7226>
- Dichter, A., & Guevara, G. (2017). *Coping with success. Managing overcrowding in tourism destinations*. London, UK: McKinsey & Company and World Travel & Tourism Council.
- Dogru, T.; Suess, C., & Sirakaya-Turk, E. (2020). Why Do Some Countries Prosper More in Tourism than Others? Global Competitiveness of Tourism Development. *Journal of Hospitality & Tourism Research*, 45(1), 215-256. <https://doi.org/10.1177/1096348020911706>
- Dupeyras, A., & MacCallum, N. (2013). *Indicators for Measuring Competitiveness in Tourism: A Guidance Document*. Paris: OECD Publishing. <https://doi.org/10.1787/5k47f9q2t923-en>

- Dwyer, L.; Mellor, R.; Livaic, Z.; Edwards, D., & Kim, C. (2004). Attributes of Destination Competitiveness: A Factor Analysis. *Tourism Analysis*, 9(1), 91-101. <https://doi.org/10.3727/1083542041437558>
- Dziuban, C. D., & Shirkey, E. C. (1974). When is a correlation matrix appropriate for factor analysis? Some decision rules. *Psychological Bulletin*, 81(6), 358-361. <https://doi.org/10.1037/h0036316>
- Fuchs, M., & Weiermair, K. (2004). Destination Benchmarking: An Indicator-System's Potential for Exploring Guest Satisfaction. *Journal of Travel Research*, 42(3), 212-225. <https://doi.org/10.1177/0047287503258827>
- Garavito Hernández, Y., & Rueda Galvis, J. (2021). Innovation and patents as a business success factor. *Journal of Economics, Finance and Administrative Science*, 26(51), 143-159. <https://doi.org/10.1108/JEFAS-09-2019-0218>
- García, S.; Álvarez, L. M., & Peñuela, L. T. (2020). Diseño de un plan estratégico de turismo en el municipio de Guadalupe (Santander). In *Innovando desde las Organizaciones*, 241-255. San Gil, Colombia: Unisangil.
- García-Méndez, S.; Gutierrez, J. C., & Garavito Hernandez, Y. (2022). Gestion del conocimiento en el sector hotelero: una revisión de literatura. *Criterio Libre*, 19(34), 95-112. <https://doi.org/10.18041/1900-0642/criteriolibre.2021v19n34.6934>
- Goffi, G.; Cucculelli, M., & Masiero, L. (2019). Fostering tourism destination competitiveness in developing countries: The role of sustainability. *Journal of Cleaner Production*, 209, 101-115. <https://doi.org/10.1016/j.jclepro.2018.10.208>
- Gooroochurn, N., & Sugiyarto, G. (2005). Competitiveness Indicators in the Travel and Tourism Industry. *Tourism Economics*, 11(1), 25-43. <https://doi.org/10.5367/0000000053297130>
- Hassan, S. S. (2000). Determinants of Market Competitiveness in an Environmentally Sustainable Tourism Industry. *Journal of Travel Research*, 38(3), 239-245. <https://doi.org/10.1177/004728750003800305>
- Hermawati, A. (2020). Transglobal leadership approach to sustainable tourism competitiveness at tourism sector-engaged MSMEs through integrated human resource performance and responsible marketing. *International Journal of Tourism Cities*, 6(4), 863-883. <https://doi.org/10.1108/IJTC-06-2019-0085>
- Hernández Sampieri, R.; Fernández Collado, C., & Baptista Lucio, P. (2016). *Metodología de la Investigación* (6th ed.) México: McGraw Hill/ Interamericana.
- Isa, S. M.; Ariyanto, H. H., & Kiumarsi, S. (2019). The effect of place attachment on visitors' revisit intentions: evidence from Batam. *Tourism Geographies*, 22(1), 51-82. <https://doi.org/10.1080/14616688.2019.1618902>
- Jovanović, S.; Janković Milić, V., & Krstić, B. (2014). Homogeneity analysis of south-eastern European countries according to tourism competitiveness performances. *Economic Research - Ekonomska Istraživanja*, 27(1), 207-220. <https://doi.org/10.1080/1331677X.2014.952113>
- Knežević, L.; Dwyer, L.; Koman, M., & Mihalič, T. (2016). Drivers of Destination Competitiveness in Tourism. *Journal of Travel Research*, 55(8), 1041-1050. <https://doi.org/10.1177/0047287515617299>
- Kolosinska, M.; Petrashchak, O.; Kolosinskyi, I. & Katana, A. (2018). Tourism sector in transition economy on example of Ukraine: determinants of competitiveness. *GeoJournal of Tourism and Geosites*, 21(1), 239-252. <https://doi.org/10.30892/gtg.21119-284>
- Kozak, M.; Kim, S. S., & Chon, K. (2017). Competitiveness of overseas pleasure destinations: A comparison study based on choice sets. *International Journal of Tourism Research*, 19(5), 569-583. <https://doi.org/10.1002/jtr.2130>
- Kubickova, M., & Lee, S. H. (2018). Cuba Today: An Overview of Tourism Competitiveness. *Tourism Planning & Development*, 15(3), 239-259. <https://doi.org/10.1080/21568316.2017.1410496>
- Kubickova, M., & Li, H. (2017). Tourism Competitiveness, Government and Tourism Area Life Cycle (TALC) Model: The Evaluation of Costa Rica, Guatemala and Honduras. *International Journal of Tourism Research*, 19(2), 223-234. <https://doi.org/10.1002/jtr.2105>

- Leung, X. Y., & Baloglu, S. (2013). Tourism Competitiveness of Asia Pacific Destinations. *Tourism Analysis*, 18(4), 371-384. <https://doi.org/10.3727/108354213X13736372325876>
- Maráková, V.; Dyr, T., & Wolak-Tuzimek, A. (2016). Factors of tourism's competitiveness in European Union countries. *E+M Ekonomie a Management*, 19(3), 92-109. <https://doi.org/10.15240/tul/001/2016-3-007>
- Márquez-González, C., & Caro, J. L. (2017). Ciudades Patrimonio de la Humanidad de España: la reputación online como elemento de desarrollo turístico. *PASOS: Revista de Turismo y Patrimonio Cultural*, 15(2), 437-457. <https://doi.org/10.25145/j.pasos.2017.15.028>
- Melián-González, A., & García-Falcón, J. M. (2003). Competitive potential of tourism in destinations. *Annals of Tourism Research*, 30(3), 720-740. [https://doi.org/10.1016/S0160-7383\(03\)00047-1](https://doi.org/10.1016/S0160-7383(03)00047-1)
- Mihalic, T. (2000). Environmental management of a tourist destination A factor of tourism competitiveness. *Tourism Management*, 21(1), 65-78. [https://doi.org/10.1016/S0261-5177\(99\)00096-5](https://doi.org/10.1016/S0261-5177(99)00096-5)
- Mihalic, T., & Aramberri, J. (2015). Myths of top tourism countries, tourism contribution and competitiveness. *Tourism Review*, 70(4), 276-288. <https://doi.org/10.1108/TR-08-2014-0048>
- Ministry of Commerce, Industry and Tourism (MINCIT) (2009). *Desarrollando sectores de clase mundial en Colombia*. Bogotá. Retrieved from <https://www.colombiaproductiva.com/CMSPages/GetFile.aspx?guid=d2daa27f-c1a5-491e-b4df-34c8ef450e46>
- Ministry of Commerce, Industry and Tourism (MINCIT) (2018). *Plan Sectorial de Turismo 2018 - 2022. "Turismo: El propósito que nos une"*, 1-54. Retrieved from <https://www.mincit.gov.co/CMSPages/GetFile.aspx?guid=2ca4ebd7-1acd-44f9-9978-4c826bab5013>
- Ministry of Commerce, Industry and Tourism (MINCIT) (2022). *Informes de Turismo*. Retrieved from MINCIT website: <https://www.mincit.gov.co/estudios-economicos/estadisticas-e-informes/informes-de-turismo>
- Ministerio de Relaciones Exteriores (2021). *Boletín anual de estadística de flujos migratorios 2020. Unidad Administrativa Especial Migración Colombia*.
- Montanari, M. G.; Engracia Giraldo, J. de M., & Gabrielli Barreto, C. A. (2013). Um estudo sobre a relação entre competitividade no setor de turismo e o desenvolvimento dos países. *Revista de Globalización, Competitividad y Gobernabilidad*, 7(2), 56-67.
- Müller, G. (1995). El caleidoscopio de la competitividad. *Revista de La CEPAL*, (56), 137-148.
- Mustafa, H.; Omar, B., & Syed Mukhiar, S. N. (2020). Measuring destination competitiveness: an importance-performance analysis (IPA) of six top island destinations in South East Asia. *Asia Pacific Journal of Tourism Research*, 25(3), 223-243. <https://doi.org/10.1080/10941665.2019.1687534>
- National Administrative Department of Statistics (DANE) (2020). *Servicios: Turismo*. Retrieved from DANE website: <https://www.dane.gov.co/index.php/estadisticas-por-tema/servicios/turismo>
- Navarro, E.; Ortega, G., & Torres, E. (2020). *Propuesta de reflexión desde el turismo frente al Covid-19: Incertidumbre, impacto y recuperación*, 1-6. Instituto Universitario de Investigación de Inteligencia e Innovación Turística de la Universidad de Málaga.
- Navickas, V., & Malakauskaite, A. (2009). The Possibilities for the Identification and Evaluation of Tourism Sector Competitiveness Factors. *Engineering Economics*, 61(1), 37-44.
- Nazmfar, H.; Eshghei, A.; Alavi, S., & Pourmoradian, S. (2019). Analysis of travel and tourism competitiveness index in middle-east countries. *Asia Pacific Journal of Tourism Research*, 24(6), 501-513. <https://doi.org/10.1080/10941665.2019.1590428>
- Peng, C., & Yuan, P. (2019). Influence of environmental regulations on China's tourism competitiveness. *Nankai Business Review International*, 10(3), 429-446. <https://doi.org/10.1108/NBRI-12-2017-0073>
- Pérez, A. S. (2019). La gestión del riesgo: una perspectiva desde el desarrollo del turismo en el contexto del cambio climático. *Retos de la Dirección*, 13(2), 1-19.
- Perles-Ribes, J. F.; Ramón-Rodríguez, A. B. & Sevilla-Jiménez, M. (2014). La cuota de mercado como indicador de competitividad en los destinos turísticos: sentido y limitaciones. *Cuadernos de Turismo*, 34(2), 265-285.

- Porter, M. E. (1987). *Ventaja Competitiva, Creación y Sostenimiento de un Desempeño Superior*. México: CECSA.
- Puig Cabrera, M., & Foronda Robles, C. (2017). Estudio de la fenomenología del turismo a través de la cooperación internacional para el desarrollo. *International Journal of World of Tourism*, 4(8), 32-48. <https://doi.org/10.12795/IJWT.2017.i08.03>
- Quindemil, M., & Rumbaut, F. (2019). Análisis de componentes principales para obtener indicadores reducidos de medición en la búsqueda de información. *Revista Cubana de Información en Ciencias de la Salud*, 30(3), 1-17.
- Reisinger, Y.; Michael, N., & Hayes, J. P. (2019). Destination competitiveness from a tourist perspective: A case of the United Arab Emirates. *International Journal of Tourism Research*, 21(2), 259-279. <https://doi.org/10.1002/jtr.2259>
- Rodríguez-Díaz, B., & Pulido-Fernández, J. I. (2021). Analysis of the Worth of the Weights in a new Travel and Tourism Competitiveness Index. *Journal of Travel Research*, 60(2), 267-280. <https://doi.org/10.1177/0047287519899982>
- Romão, J. (2020). Variety, Smart Specialization and Tourism Competitiveness. *Sustainability*, 12(14), 5765. <https://doi.org/10.3390/su12145765>
- Rueda, J. F. (2017). La responsabilidad social empresarial como estrategia que contribuye al éxito corporativo. In *Responsabilidad social*. 1st ed., 28-44. Guayaquil, Ecuador: CIDEA.
- Ryan, T.; Mottiar, Z., & Quinn, B. (2012). The Dynamic Role of Entrepreneurs in Destination Development. *Tourism Planning & Development*, 9(2), 119-131. <https://doi.org/10.1080/21568316.2011.630747>
- Salinas, J. A.; Serdeira, P.; Martín, J. M., & Rodríguez, J. A. (2020). Determinants of tourism destination competitiveness in the countries most visited by international tourists: Proposal of a synthetic index. *Tourism Management Perspectives* 33, 100582. <https://doi.org/10.1016/j.tmp.2019.100582>
- Santoro, F. (2019). La hora del turismo para Colombia. *La Republica*. Retrieved from <https://www.larepublica.co/analisis/flavia-santoro-2807402/la-hora-del-turismo-para-colombia-2822338>
- Segrado, R. G.; González, C. A.; Arroyo, L., & Quiroga, B. A. (2017). Capacidad de carga turística y aprovechamiento sustentable de Áreas Naturales Protegidas. *CIENCIA Ergo-Sum*, 24(2), 164-172. <https://doi.org/10.30878/ces.v24n2a8>
- Serrano, A. M.; Montoya, L. A., & Cázares, I. V. (2018). Análisis de la sostenibilidad y competitividad turística en Colombia. *Gestión y Ambiente*, 21(1), 99-109.
- Shahzad, S. J. H.; Shahbaz, M.; Ferrer, R., & Kumar, R. R. (2017). Tourism-led growth hypothesis in the top ten tourist destinations: New evidence using the quantile-on-quantile approach. *Tourism Management*, 60, 223-232. <https://doi.org/10.1016/j.tourman.2016.12.006>
- Statista (2022). Leading countries of origin for international tourists in Colombia in 2021. Retrieved from <https://www.statista.com/statistics/206012/international-tourist-arrivals-to-colombia-by-country-of-origin-in-2010/>
- Tourist Information Center of Colombia (CITUR) (2020). *Estadísticas Nacionales - Empleo Hoteles*. Ministerio de Comercio, Industria y Turismo. Retrieved from http://www.citur.gov.co/estadisticas/df_hoteles_empleo/var_12m/30?t=
- Uppink, L., & Soshkin, M. (2019). *The Travel & Tourism Competitiveness Report 2019*. World Economic Forum. Retrieved from <https://www.weforum.org/reports/the-travel-tourism-competitiveness-report-2019>
- Vega Falcón, V.; Castro Sánchez, F., & Romero Fernández, A. (2020). Impacto de la Covid-19 en el turismo mundial. *Revista Universidad y Sociedad*, 12(S1), 207-216.
- Verdugo-Berna, C. M.; Velastegui-Caceres, J. D.; Limaico-Nieto, C. T.; Salazar-Andrade, D. P., & Flores-Manchano, A. C. (2019). Propuesta de un plan de desarrollo turístico para la región geográfica del cantón Quero. *Revista Dominio de las Ciencias*, 5(1), 263-289.
- Wang, X., & Liu, D. (2020). The Coupling Coordination Relationship between Tourism Competitiveness and Economic Growth of Developing Countries. *Sustainability*, 12(6), 2350. <https://doi.org/10.3390/su12062350>
- Webster, C., & Ivanov, S. (2019). Transformar la competitividad en beneficios económicos: ¿Estimula el turismo el crecimiento económico en destinos con más competencia? *Revista*

Turismo y Sociedad, 25, 21-28. <https://doi.org/10.18601/01207555.n25.01>

World Tourism Organization (UNWTO) (2018). *¿Sobreturismo? Comprender y gestionar el crecimiento del turismo urbano más allá de las percepciones*. Madrid: OMT.

Xue, L.; Suocheng, D.; Xianfeng, J., & Guanghai, Z. (2009). Dynamic Evaluation on Regional Tourism Competitiveness: Urban Agglomeration of Shandong Peninsula, Eastern China. *Chinese Journal of Population Resources and Environment*, 7(3), 30-41. <https://doi.org/10.1080/10042857.2009.10684935>