



This is a peer-reviewed, post-print (final draft post-refereeing) version of the following published document and is licensed under All Rights Reserved license:

Yahiaoui ,Hela Chebbi, Dorra, Topolansky Barbe, Federico, Gonzalez Triay, Magdalena and Häufe, Cornelia (2016) The competitiveness of the Uruguayan rural tourism sector and its potential to attract German tourists. Competitiveness Review, 26 (2). pp. 166-187. doi:10.1108/CR-06-2015-0050

Official URL: <http://dx.doi.org/10.1108/CR-06-2015-0050>

DOI: <http://dx.doi.org/10.1108/CR-06-2015-0050>

EPrint URI: <http://eprints.glos.ac.uk/id/eprint/3818>

Disclaimer

The University of Gloucestershire has obtained warranties from all depositors as to their title in the material deposited and as to their right to deposit such material.

The University of Gloucestershire makes no representation or warranties of commercial utility, title, or fitness for a particular purpose or any other warranty, express or implied in respect of any material deposited.

The University of Gloucestershire makes no representation that the use of the materials will not infringe any patent, copyright, trademark or other property or proprietary rights.

The University of Gloucestershire accepts no liability for any infringement of intellectual property rights in any material deposited but will remove such material from public view pending investigation in the event of an allegation of any such infringement.

PLEASE SCROLL DOWN FOR TEXT.

**THE COMPETITIVENESS OF THE URUGUAYAN RURAL TOURISM SECTOR
AND ITS POTENTIAL TO ATTRACT GERMAN TOURISTS**

Topolansky Barbe, Federico¹; Gonzalez Triay, Magdalena²; Häufele, Cornelia¹

¹School of Business, The Royal Agricultural University, United Kingdom,

²School of Business, University of Gloucestershire, United Kingdom,

Corresponding author:

Dr. Federico, G. Topolansky Barbe

Email: federico.topolansky@rau.ac.uk & agrotopo@hotmail.com

Telephone: +44 (0) 1285 652531

Abstract

The main purpose of this article is to assess the competitiveness of Uruguayan rural tourism sector against its main competitors from Argentina and Brazil, as perceived by Uruguayan stakeholders on the supply side. The article will also evaluate the potential of Uruguay as a rural tourism destination in attracting German tourists. Two different questionnaires were administered, one to Uruguayan rural tourism stakeholders and another one to potential German tourists in Germany. The findings indicate that the main strengths of Uruguayan rural tourism offer, compared to Argentina and Brazil, are the hospitality and friendliness of local people; the natural and cultural attractions; and the country's security and safety. Main weaknesses identified were the poor management of several destination components that are key to create a successful tourism destination and poor management of the 'demand conditions' component of Dwyer and Kim's (2003) integrated model.

Key words: *Competitiveness, Rural tourism, Dwyer and Kim's (2003) framework, German tourists, Uruguay*

Introduction

Uruguay is a relatively small country on the south-eastern part of South America, with an area of 176,215 sq. km (Mackinnon, Bentancur, & Sanchez, 2009). It has a population of 3.3 million habitants and receives around two million tourists each year. Despite the global financial crisis, international tourists visiting Uruguay have increased by 15% - from 1,824,340 to 2,098,780 - between 2008 and 2009 (Gallardo, 2010).

Tourism is a relatively new industry that has grown rapidly becoming one of the world's largest providers of employment and contributing 9.1% of the world gross domestic product (GDP) (Camtur, 2008; Valdez, Cruz & Velasco, 2010; World Travel and Tourism Council, 2011). The fact that tourism products can only be consumed "in situ", means that the revenue generated by the tourism sector is kept within the tourist receiving destination (Ferreira & Estevão, 2009). However, many tourist destinations lose revenue to other countries' economies and therefore the "leakage effect" must also be taken into consideration (Mill, 2002).

Tourism - if conducted in a sustainable way - can provide an alternative for local or national development by improving income levels, employment and tax revenues in the tourist receiving country (Barbosa, Oliveira & Rezende, 2010). All these benefits make rural tourism an attractive option to develop rural areas in Uruguay. For instance, a farm that diversifies into rural tourism creates on average three more workplaces compared with a non-diversified farm. Moreover, in the case of rural tourism in Uruguay, the degree of leakage is small as the attractiveness of the offer relies on what Uruguay has to offer (Mackinnon, Bentancur, & Sanchez, 2009).

It has to be noted that the tourism sector has become very competitive and therefore organizations need to successfully use their resources to develop appealing and competitive tourism products in order to attract domestic and international tourists (Cracolici, Nijkamp & Rietveld, 2006). Consequently, Uruguayan rural tourism establishments would only attract

international tourists if they manage to develop a tourism product that delivers at least the same level of quality than that offered by their counter rivals from Argentina and Brazil (Gallardo, 2010). In general, it can be said that Uruguayan rural tourism offers are linked to agro tourism, cultural tourism, sport tourism, tourism in local communities, eco-tourism, and culinary tourism. Currently, more than 100 rural establishments including wineries, guest ranches, rural hotels and rural bed and breakfast are registered at the Ministry of Tourism and Sport (MINTUR, 2011). They offer a wide range of activities such as participation in or observation of rural activities, trail-rides, horse-riding, fishing, bird watching and nautical activities (Federici, 2011; Quintana, 2010).

Whereas in many other countries rural tourism is one of the leading touristic activities, in Uruguay its importance has been neglected for a long time. Rural tourism in Uruguay was initially originated as a business initiative from a group of Uruguayan farmers with entrepreneurial skills looking for additional sources of income. They realized that some Uruguayan farms would meet the requirements to compete in this relatively new form of tourism (Bentancur, 2008). However, it took a lot of time, for the government to realize the potential of rural tourism. In fact, for many years the Ministry of Tourism was mainly focused on developing coastal tourism. Only recently the government has recognised that there was potential to develop other forms of tourism such as rural tourism, thermal tourism, and city tourism (Brida, Lanzilotta & Risso, 2008). Alternative forms of tourism are less influenced by the seasonality and would reduce the strong dependency that Uruguayan tourism has on summer tourists that opt for a beach holiday along the south-east coast of the country. Rural tourism could represent a way of overcoming seasonality by offering tourists a different tourist product that can be consumed all year around and not only during the summer months. However, it should be taken into account that a consumer looking for a summer holiday might not be attracted to a rural holiday offer. Therefore, Uruguay should try to develop these two different tourist markets, understanding the preferences of each market and delivering an appealing product offering for each market.

The Uruguayan Chamber of Tourism has played an active role in fostering the development of alternative forms of tourism and trying to position the rural tourism sector as a major source of tourism (Camara Uruguaya de Turismo Magazine, 2010). A successful marketing strategy pursued by the Uruguayan government has been to develop a country's brand, under the name of 'Uruguay Natural', to promote the country's image abroad as an idyllic tourism destination with plenty of natural and 'unspoilt' surroundings. The tourism sector has benefited enormously from this marketing strategy which has contributed to attract a higher number of international tourists looking for holidays in less developed countries. The destination brand 'Uruguay Natural' was launched in 2003 and the number of tourists has continuously increased ever since (Campanella, 2010). Also, the Uruguayan government has recently been granted a five million dollar loan to promote and enhance the rural tourism sector within six Uruguayan provinces located in the Uruguay River corridor (Inter-American Development Bank, 2011).

In light of the rapid development of rural tourism during the past few years, and the Government efforts to promote and enhance the rural tourism offer in Uruguay, it becomes imperative to assess the competitiveness of the Uruguayan rural tourism sector. In fact, this is

a good moment to try to develop this industry by taking advantage of an improvement in reputation of Uruguay as a tourist destination. Uruguay is ranked 58 out of the 139 destinations assessed by the Travel and Tourism Competitiveness Report 2011. More importantly, Uruguay was listed as one of the top ten tourist destinations in the Americas for the first time (Blanke & Chisea, 2011; WEF, 2011). However, there is very limited research done on the competitiveness of Uruguay as a rural tourist destination in attracting foreign tourists (Mackinnon, Bentancur, & Sanchez, 2009). The objective of this study is to partially fill this gap by assessing how competitive Uruguayan rural tourism is and evaluating if Uruguay represents an attractive market for German tourists looking for agro tourism and farm holiday destinations. The German market was chosen because it is one of the top tourist generating countries and one of the biggest spenders in international tourism (The World Tourism organization, 2010). Moreover, most tourists - from outside South America - selecting Uruguay as a tourist destination come from Germany, USA and Australia (Mintur, 2011). If Uruguay aims at further increasing the number of tourists coming from developed countries it must understand the competitiveness of the sector and the needs and perceptions of potential tourists. This study will assess the potential of Uruguay as a rural tourism destination in attracting German tourists. It is interesting to note that both, nature-based tourism as well as adventure tourism has been steadily growing in Germany for the past few years. Demand for these forms of tourism is expected to remain high as people who work and live in cities seek natural experiences and look for unique and exotic destinations. Existing research indicates that many German tourists are willing to accept a limited tourism infrastructure in order to be able to enjoy a unique and authentic experience (Arlt, 2006). Authenticity in the tourism industry refers to the need of tourists from developing countries -such as Germany - looking for places where everything is real and original (Petroman, Sărăndan, Csoz, Trișcău, Lala, & Amzulescu, 2010). The authenticity of rural areas in exotic destinations has become increasingly popular (Boyd, 2002; Ciolac, CSOSZ, Pet, Martin, & Dincu, 2011).

Competitiveness

Many scholars have agreed that competitiveness is a very complex phenomenon which is influenced by the interaction of many factors such as internal capabilities, the external environment, the business context, the government, social agents, culture, globalization, etc. (Porter, 1998; Valdez, Cruz & Velasco, 2010). The term has evolved over time to incorporate the impact that businesses have on the rest of society, including their own stakeholders and the environment (Barbosa, Oliveira & Rezende, 2010).

There are several definitions of competitiveness in the tourism literature (Wilde & Cox, 2008). Scott and Lodge's (1985, p.3) definition of competitiveness refers to 'a country's ability to create, produce, distribute, and/or service products in international trade while earning rising returns on its resources'. Other scholars such as Newall (1992) believe that national prosperity can only be achieved by increasing the quality and quantity of goods and services that are successfully marketed to international and domestic consumers. A challenge identified by those scholars who have researched on Destination Management Organizations (DMOs) lies in the difficulties to demonstrate the additional value from marketing interventions (Buhalis, 2000; Morgan, Hastings & Pritchard, 2012).

According to Barbosa and colleagues (2010) competitiveness is the ability to survive and achieve profitable growth in competing or new markets. Other researchers refer to competitiveness as an opportunity to develop more sustainable communities (Ferreira & Estevão, 2009). Cracolici and colleagues (2006) have expanded this definition to include prosperity not only at a community level but at a firm level too. Destination performance plays an important role in maintaining the competitive advantage developed by a tourist place. Effective destination performance should: be based on key performance indicators; identify certification options; assess visitor satisfaction; measure the economic, social and environmental impact; monitor potential risks; identify strategies for continual improvement and innovation and communicate and report on destination performance achievements (Morgan, Pritchard & Pride, 2011).

Despite being different perspectives on competitiveness, there is agreement on some factors of competitiveness that cannot be overlooked while looking at the competitiveness of the tourism industry. These are the micro and macro environmental factors. The microeconomic environment is integrated by residents, local actors, employees, the media, the government and financial institutions. The macroeconomic environment relates to those external factors affecting the competitiveness of the tourist industry such as demographic trends, the restructuring of the economy, and the interaction between technology and human resources (Valdez, Cruz & Velasco, 2010).

To assess the competitiveness of a tourist destination it is important to consider the principles of comparative and competitive advantage and how they interact with each other (Wilde & Cox, 2008). The interplay of these two factors plays a major role in achieving a successful position within a very competitive industry such as tourism (Ferreira & Estevão, 2009). A country, company or region has a comparative advantage when they can produce a product /service at a lower opportunity cost than a competitor. Comparative advantage results from different factor endowments such as human resources, physical resources, knowledge resources, capital resources, historical and cultural resources, infrastructure and tourism superstructure (Cracolici, Nijkamp & Rietveld, 2006). Comparative advantage in tourism strongly influences consumers' destination choice. For instance, the existence of some resources such as natural attractions will determine a destination's competitive situation. Natural resources change overtime, therefore, a sustainable exploitation of these resources will guarantee the long term competitiveness of a destination (Barbosa, Oliveira & Rezende, 2010). Natural endowments may form a source of comparative advantage; however, the way that organizations add value to these resources will give some organizations a competitive advantage over competing tourists' destinations (Crouch & Ritchie, 1999).

Competitive advantage is concerned with the most effective use of the available resources to provide consumers with more value than competitors. Therefore, countries that are not rich in natural resources still might develop a competitive advantage in the tourism sector (Barbosa, Oliveira & Rezende, 2010). Competitive advantage can be achieved either by differentiation or by offering a similar perceived tourist product than competitors at a lower cost (Jobber, 2006). Hence, competitive advantage of a tourist destination can only be achieved if the overall

attractiveness and the tourist experience offered are superior to that of other tourism destinations available to potential tourists (Dwyer & Kim, 2003).

The more similarities competing tourist destinations have the more important is the management of natural resource endowments to create competitive advantage. Dwyer and Kim (2003) conclude from a review of existing literature that competitiveness is associated with three major groups of thoughts: the comparative advantage and/or price competitiveness perspective; the strategy and management perspective and the historical and socio-cultural perspective.

The principles of comparative and competitive advantage help to understand competitiveness. However, they do not delve into ways of measuring it. Because competitiveness should be considered a multidimensional concept, measuring it is a very complex task. To measure destination competitiveness the most important factors affecting competitiveness need to be identified. Then, the level of analysis (product, industry or country-level) and from which perspective will the analysis be conducted (industry, government or customer point of view) need to be defined (Mazanec, Wober & Zins, 2007).

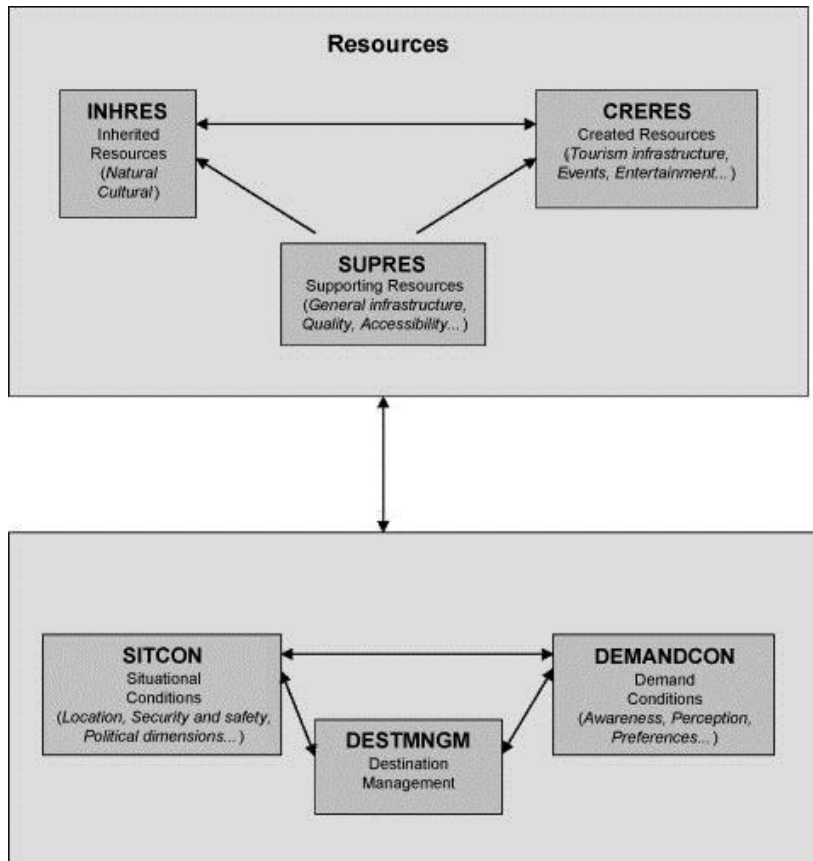
There is a range of well-known models suitable to assess an economy on the basis of its potential to create sources of advantage. Although these general models, usually found within the literature of competitiveness, can be adapted to improve their application to the needs of the tourism industry they are not sufficient to address all considerations relevant to destination competitiveness (Wilde & Cox, 2008). There are also several frameworks developed with the purpose of looking at destination competitiveness from the tourism industry perspective (Ferreira & Estevão, 2009). Some of the most relevant ones are briefly discussed below.

As a response to the continuous development of different types of tourism and changes in tourism demand, Crouch and Ritchie (1999) developed a 'Conceptual Model of Destination Competitiveness' to analyse the competitiveness of tourism destinations. The model is based on the theories of comparative advantage (Smith, 1776; Ricardo, 1817) as well as on two of the most popular strategic models 'Porter's Five Forces' and 'Porter's Diamond' (Valdez, Cruz & Velasco, 2010). This model is integrated by five elements: qualifying and amplifying factors; destination policy; planning and development; destination management; core resources and attractors; supporting factors and resources. It focuses on long-term economic prosperity and incorporates economic, ecologic, social, cultural and political aspects of the destination country (Ritchie & Crouch, 2003). Crouch and Ritchie's model is considered one of the most appropriate frameworks to understand the interplay and relationship between the various factors influencing the tourism competitiveness (Armenski, Gomezlej, Djurdjev, Deri & Aleksandra, 2007).

Dwyer and Kim (2003) and Dwyer, Mellor, Livaic, Edwards and Kim (2004) also developed a holistic model to help identifying the underlying variables of a country's tourism competitiveness. Dwyer and Kim's (2003) 'Integrated Model' - as shown in Figure 1 - aims to improve Crouch and Ritchie's (1999) model by developing a framework that reflects a more realistic relationship between the major elements of destination competitiveness. To achieve

this, the different factors involved in destination competitiveness were reclassified. For example, the ‘Integrated Model’ makes a distinction between inherited (endowed) and created resources and incorporates ‘market ties’ in supporting factors instead of being listed as core resources and attractors.

Fig. 1. Dwyer and Kim’s Integrated Model of Destination Competitiveness



Dwyer and Kim’s (2003) integrated model of tourist destination competitiveness was empirically tested in Australia, Korea and Slovenia (Gomezelj & Mihalic, 2008). The findings from these studies could be used to inform strategic decisions taken by tourism stakeholders to foster destination competitiveness. The authors of these studies suggested that further research should be conducted to identify the relative importance of the different determinants of competitiveness within the context of specific destinations and specific visitor market segments (Gomezelj & Mihalic, 2008) and the importance of different elements of destination competitiveness in increasing the number of tourists from different market segments (Dwyer & Kim, 2003). By unveiling the determinants that define the competitive position of rural tourism in Uruguay and by understanding the customer profile of potential German rural tourists this paper has addressed some of these gaps.

Unlike Crouch and Ritchie’s (1999) model, Dwyer and Kim’s (2003) model explicitly recognises demand conditions as an important determinant. The authors claim that focusing only on the supply side gives an incomplete picture of destination competitiveness. They believe that understanding the interrelationship between consumer preferences and destination attributes will support tourist stakeholders to make informed decisions to enhance the

competitiveness of the sector. Destination competitiveness is seen by Dwyer and Kim's (2003) as an intermediate goal and a pre-requisite for achieving regional or national prosperity. The Integrated Model can help to reveal and address pull factors. Thereby, bilateral tourism flows can be increased over time.

Similar to Crouch and Ritchie's (1999) model, Dwyer and Kim's model incorporates the micro and macro perspective to identify the underlying key success factors of a destination's comparative and competitive advantage using both subjective and objective measures. The latter includes variables such as visitor numbers, tourist expenditure, market share, employment, whereas the former include variables such as the richness of culture and heritage or the quality of the tourism experience. The revealed weaknesses of a tourist destination could be addressed by industry and government strategies. It is important for the educed strategy to be tailored to a specific tourist destination because the successful implementation of a chosen strategy depends - as mentioned by Alavi and Yasin (2000) - on the specific stage, development or evolution of the tourist destination.

Heath (2002) developed a model of destination competitiveness aimed at enhancing tourism competitiveness in South Africa. The model incorporates the main indicators of destination competitiveness proposed by Crouch *et al.* (2000) and Dwyer (2001). According to his study, destination competitiveness is based on the following 'foundations': key attractors; fundamental non-negotiables; enablers; value adders and experience enhancers.

Other scholars such as, Cracolici, Nijkamp, and Rietveld (2006) looked at the impact of resource efficiency on the competitiveness of a tourist site. These authors suggest that in order to achieve competitive advantage the economic efficiency of the tourist destination needs to be compared to the efficiency of a single company within that destination. The idea is to develop strategies to optimise the use of input factors involved in the generation of outputs.

The model to be employed in this research must be capable of explaining the success of tourism destinations in attracting international tourists. The general conceptual model of destination competitiveness developed by Crouch and Ritchie (1999) and further refined (Ritchie & Crouch, 2003) is the model that best meets these requirements. This model was selected for several reasons. First, this model has been widely reported in the tourism literature and has been the basis for a large number of other research studies into destination competitiveness. Second, the model is based on at least eight years of research and has been refined and developed over an extensive period of time. Third, the model has a holistic approach that makes it suitable to be applied to any destination and tourism market. This particular aspect of the model makes it very attractive to conduct –for the first time - an exploratory research of the competitiveness of the Uruguayan agro tourism industry. Fourth, Dwyer and Kim's (2003) framework allows the assessment of destination competitiveness to be evaluated over time in respect to particular types of travellers or by comparison to a particular competitor destination. Therefore, this model will inform the data collection process as well as the analysis of primary data.

This research will also delve into the drivers of customer satisfaction, by identifying the needs and preferences of current and potential tourist markets. Thus, this study shall reveal key success factors, threats and opportunities in order to improve private and public sector actions within the rural tourism sector to increase the competitive position at a regional and national level.

Consumer's awareness, preferences and perceptions of a specific tourist destination may vary among different visitor market segment visiting the country. Therefore, tourists could be segmented by country of origin or any other demographic characteristics to reveal the expectations, motivations and preferences of those selecting Uruguay as a rural holiday destination. The Integrated Model of Destination Competitiveness helps to evaluate destination competitiveness between countries by unveiling those factors that influence the tourist decision making process in selecting a particular destination. The model helps to assess the underlying strengths and weaknesses of different travel destinations providing the necessary data for governments and industry to adjust their tourism strategies in order to improve tourism numbers, expenditure and socioeconomic prosperity.

Methods

A positivist, deductive research approach was deemed the most appropriate approach to address the objectives of this research. The application of a well-known framework to the Uruguayan rural tourism sector has helped to identify the competitive position of Uruguayan firms within the selected industry. Two structured questionnaires were developed to collect the data, one administered to Uruguayan key rural tourism stakeholders, and another one to potential German tourists. A total of 185 questionnaires were completed. To establish validity, questionnaires were scrutinized by a panel of experts in the field. Prior to data collection, both questionnaires were pre-tested (using a pilot test) on a total of 20 additional participants and some corrections were made. Because none of the questionnaires contain socially sensitive items the impact of social desirability bias was not considered.

The first questionnaire was administered to 76 Uruguayan rural tourism stakeholders with knowledge or experience relevant to the topic. This research strategy recognizes that gathering data from rural tourism stakeholders who have spent time addressing the challenge of what makes a destination competitive, can provide an invaluable starting point for an analysis such as this. Three groups of experts were targeted: owner-managers of rural tourism establishments (64%) - mainly tourist farms and ranches - rural tourism associates (22%) and the remaining 14% were tourist agencies managers. The sample was integrated by 55% men and 45% female participants. The sample size is the suggested to get results that are representative (with 95% confidence level) of the universe of Uruguayan rural tourism farms.

Participants were required to make judgements regarding the importance of the main factors and sub-factors detailed in the Crouch and Ritchie model of destination competitiveness. Respondents were asked to rank different Uruguayan competitiveness parameters against a five-point Likert scale, comparing Uruguay against its main competing tourist's destinations: Argentina and Brazil. The options given in the Likert scale ranged from 1 (well below average)

to 5 (well above average). The data was then categorised within the six categories of the ‘Integrated Model’. The collected data was transferred to GenStat for statistical analysis. This data analysis tool is suited to the aims of this study which aimed to identify the importance of the attributes of destination competitiveness.

Figure 2 below shows the location of the tourist establishments and geographic areas where the questionnaire was carried out. The criteria used to determine the sampling frame (for selecting the tourist establishments) was based on: existence of a homepage, website quality, total product offer, activities in the surrounding area, price, location and proximity to main roads. The chosen tourists’ farms are distributed all over the country and therefore it could be said that the results are a fair representation of the rural tourist industry in Uruguay.

Fig. 2. Rural tourism establishments where the questionnaires was carried out

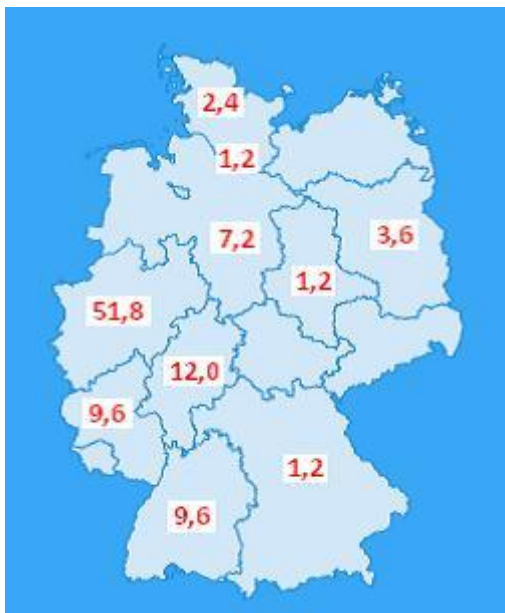


The second questionnaire was administered to a convenience sample of 109 potential German tourists. This is a non-probability sample and therefore the findings could not be generalized to the entire German population. However, the study used the right sample size in order to get results that are representative of potential tourists attending “The Equitana fair” with a 95% confidence level. The sample is not truly random because this research is only interested in the population of German tourists that are interested in rural tourism. Therefore, the questionnaire was intended to collect the required data to examine the preferences and customer profile of potential German tourists looking for rural holidays in developing countries such as Uruguay. Once the expectations, needs and wants of this tourist market have been determined, this information will be confronted with the results of the Uruguayan market analysis.

This questionnaire had two main parts. The first part aimed at revealing the attractiveness of Uruguay as a rural destination and the second part looked at the general characteristics of German tourists. The Equitana fair event, held in Essen Germany was recommended by travel agencies - supplying services to people interested in rural tourism - as the most suitable event to collect data from potential German tourists interested in rural tourism. It is a nine days event

attracting over 207,000 visitors, located in Germany’s most economic and populous region (Reed Exhibition, 2011). Moreover, the high number of visitors with the right profile for this research and the presence of a Uruguayan exhibition stand were important factors considered when selecting this fair to conduct the survey. To recruit a sample that adequately represents the target population, potential participants were informed about the aims of the study. Only those participants interested in rural tourism were administered a questionnaire. These respondents come from different regions of Germany as depicted in figure 3. This study is aimed at identifying the profile of potential German tourist interested in rural tourism in Uruguay. Therefore, this paper only looks at collected data from German respondents.

Fig. 3. Geographic origin of German participants by state (in percentage)



Results

I) Competitiveness of the Uruguayan Rural Tourism sector

In this section, the data collected from questionnaire one is presented against the main six competitiveness determinants suggested by Dwyer and Kim (2003).

Table 1 Competitiveness determinants

		Mean	SD
Natural	Attractiveness of Climate to German tourists	4,00	0,93
	Cleanness/Sanitation	3,80	0,41
	Marvels of Nature	4,20	0,77

Endowed Resources	Flora and Fauna	4,40	0,61
	Unspoiled Nature	4,70	0,45
	National Parks	4,10	0,70
	Overall	4,20	0,65
Cultural/Heritage Endowed Resources	Historic Sites, Heritage and Museums	3,71	0,80
	Artistic and architectural Features	3,43	0,49
	Traditional Arts	3,89	0,77
	Variety and Quality of Cuisine	3,93	0,59
	Overall	3,74	0,66
Endowed Resources		3,95	0,66
Tourism Infrastructure	Airport Efficiency/Quality	4	0,85
	Tourist Guidance and Information on Rural Tourism Attractions	3,25	0,73
	Local Tourism Transportation Efficiency/Quality	3,43	0,98
	Visitor Accessibility to Natural Areas	3,64	0,89
	Food Service Facilities	3,93	0,7
	Overall	3,66	0,83
Range of Activities	Waster based	3,43	0,82
	Nature based	4	0,65
	Adventure Activities	3,43	0,82
	Recreational Activities	3,86	0,64
	Sports Facilities	3,71	0,8
Overall	3,69	0,75	
Shopping	Diversity of Shopping Experience	3,79	0,86
	Quality and Variety of Shopping Items	3,64	1,11
	Value for Money in Shopping Items	3,29	0,88
	Overall	3,57	0,95
Entertainment	Entertainment Quality/Quantity	3,71	0,72
	Nightlife	3,64	0,83
	Overall	3,68	0,76
Special Events		3,86	0,76
Created Resources		3,69	0,81
General Infrastructure	Accessibility of Destination	3,50	0,73
	Health/medical Facilities to serve Tourist	3,43	1,05
	Financial Institutions/Currency Exchange Facilities	3,86	1,06
	Telecommunication Systems for Tourists	4,21	0,67
	Security/Safety for Visitors	4,57	0,62
	Electricity Supply in Rural Areas	4,00	0,85
	Overall	3,93	0,83
Quality of	Quality of Rural Tourism Services	3,93	0,59
	Monitoring of Visitor Satisfaction	3,69	0,72

Service	Service Quality and Visitor Satisfaction	3,77	0,58
	Training Programmes and Service Quality	3,15	0,36
	Overall	3,64	0,56
Hospitality	Hospitality of Residents towards Tourists	4,64	0,61
	Quality in Performing Rural Tourism Services	3,93	0,59
	Communication/Trust: Tourists - Residents	4,43	0,62
	Overall	4,33	0,61
Supporting Factors		3,97	0,66
Destination Marketing Management	NTO Reputation	4,00	0,60
	Co-operation between Private and Public Sector	3,08	1,10
	Overall Destination Image	4,07	0,59
	Development of effective Destination Branding	3,85	0,77
	Promotional Activities of NTO's in Germany	2,77	0,70
	Fit between Product Preferences	3,33	1,03
	Overall	3,52	0,80
Destination policy, planning, development	Vision for Rural Tourism Development	3,46	0,61
	Vision reflecting Tourist Values	4,08	0,73
	Vision reflecting Resident Values	3,85	0,66
	Vision reflecting Stakeholder Values	3,75	0,60
	Existence of clear Policies (Rural Tourism)	3,08	1,00
	Development/Promotion of Rural Tourism Products	3,29	0,88
	Development integrated into overall development	3,36	0,61
Overall	3,55	0,73	
Human Resource Management	Commitment to Tourism/Hospitality Education	3,00	0,55
	Educational Structure/Profile of Employees	3,14	0,64
	Adequate Tourism Education Programmes	3,29	0,59
	Training responsive to Visitor Needs	3,21	0,41
	Overall	3,16	0,55
Environmental Management	Sustainable Tourism Development	3,64	0,72
	Environmental and Heritage Protection	3,85	0,77
	Overall	3,75	0,77
Destination Management		3,50	0,66
Competitive (micro) Environment	Domestic Business Environment	3,29	1,10
	Access to Venture Capital	3,00	0,76
	Level of Co-operation (Rural Establishments)	3,67	0,62
	Use of IT by Firms	4,00	0,68
	Use of e-Commerce	3,92	0,73
	Overall	3,58	0,78
Competitive	German Business Environment	4,42	0,49
	Political Stability	4,25	0,67

(macro)	Quality of Research Input	3,29	0,59
Environment	Extent of Foreign Investment	3,50	0,91
	Overall	3,86	0,67
Price	Value for Money in Destination Tourism Experience	3,64	0,72
Competitiveness	Value for Money in Accommodation	3,57	0,82
	Overall	3,61	0,77
Situational Conditions		3,68	0,74
Demand Conditions	International Awareness of Destination	3,15	0,66
	International Awareness of Destination Products	3,15	0,66
	Overall Situation for Rural Tourism in Uruguay	3,08	0,73
	Overall	3,12	0,68
Demand Factors		3,12	0,68

Inherited resources

Results from this study indicate that Uruguay as a rural tourism destination is well positioned compared to its South American competitors (overall grade 3.95 out of 5) in most of the attributes within this group (Table 1). Whereas *natural inherited resources* are graded with an overall mean score of 4.20, *culture and heritage* only attained an overall mean score of 3.74. The highest rating in this group of indicators was assigned to the *country's unspoiled nature* (4.70) whereas the lowest scored was assigned to the *level of cleanness and sanitation* with only 3.80 points. For these two factors a low standard deviation (0.41/0.45) indicates a high level of agreement between the respondents. However, a high standard deviation of 0.93 indicates that respondents did not agree about the attractiveness of the Uruguayan climate. This might be related to the different locations of targeted rural tourism establishments. The climate in Uruguay varies across different parts of the country. Generally, the northern provinces have warmer weather compared to the southern provinces.

Created resources

There was much agreement among respondents about a slight superiority of Uruguay's created resources compared to its counter rivals from Argentina and Brazil (Table 1). Within this dimension most of the indicators depicted similar values. Results indicate that Uruguay's main strengths lie in its *airport efficiency and quality* as well as its *nature based activities*. Germany is not connected to Uruguay by direct flights but to Argentina and Brazil. There are many options to travel to Uruguay from Argentina or Brazil. Nevertheless, if Uruguay was able to offer direct-flights to potential German visitors the country's accessibility could be further improved and Argentinean's and Brazilian's competitive advantage resulting from being directly connected to Germany via non-stop flights would lose importance.

Within this group of indicators, *recreational activities* such as special events and festivals that take place in Uruguay are rated above average, with a mean score of 3.86. This suggests

that Uruguay is more competitive on this area than the competitor destinations. The standard deviation reveals that most participants share this opinion.

Although created resources look promising for the future of Uruguayan rural tourism sector, standard deviation divergences need to be considered and therefore results should be interpreted with appropriate caution.

Supporting factors

Uruguay is considered to be more competitive than its direct rivals in most of the supporting factors, with most attributes rated higher than three, as shown in table one.

Under supporting factors, the questionnaire asked respondents to rank the level of funding/support available to develop the German market. This information is not included in table one but it is interesting to note that only 57% of all participants felt capable of answering this question. The majority of these respondents stated that they were not aware of any support available for developing the German market, 22% of participants could not give an answer and the remaining 21% stated that market ties with Germany do not exist.

The rating of supporting factors indicates that the main competitive advantage of Uruguay as a rural tourist destination lies in the *hospitality from residents towards tourists*, which contributes to a positive experience while staying in Uruguayan farms. Supporting factors together with inherited resources have the highest average mean scores of 3.97 and 3.95 respectively, suggesting that these are the two main determinants of Uruguay's favourable competitive situation. The vast majority of respondents agreed with the significance of these competitiveness determinants, which is reflected in the relatively low levels of standard deviation (0.66) for each factor. Whilst some supporting factors are perceived as good or very good compared to competing countries, the *quality and quantity of training programs* to enhance service quality has a low rating, with a mean score of 3.15. A standard deviation of 0.36 - the lowest in this research - indicates that there is large agreement among participants. This indicates that this is an area where adjustment needs to be made to improve the competitive position of the sector.

Some supporting factors, such as *electricity supply* or *medical facilities*, show high standard deviation values (above 1). These results may be affected by the existing differences between geographical areas where this research was carried out. In Uruguay services are not uniform across all areas of the country. Some provinces are more developed than others and therefore they have better access to services.

Destination management

The results indicate that most respondents agree on the perception (SD: 0.55) that *human resource management* is one of the key factors limiting a further development of the selected

industry. With a mean score of 3.16, *human resource management* is clearly below the average group mean score at 3.50. This low rating reveals that for this indicator, Uruguay does not differ much from its main competitors.

Results from the other groups of indicators within destination management are rated higher than human resource management. However, within the group of indicators for “destination policy, planning and development”, the *existence of clear policies in rural tourism* scored particularly low. This might be another weakness of Uruguayan rural tourism but it has to be noted that the high standard deviation (SD: 1) reveals a high dissonance among tourism stakeholders. Yet, some feel very strongly about this issue and they are of the opinion that policies in rural tourism need further development. The indicator with the lowest rating within this dimension is *the promotional activities of national tourist organisations in Germany*, with a rating of 2.77, which shows that is the only indicator where Uruguay is clearly perceived to be less competitive than its direct rivals.

Situational conditions

Factors within this determinant can form the basis of competitive advantage in attracting tourist to Uruguayan rural farms. The overall ranking is positive but particularly, the *German business environment* factor has been rated very high by the majority of respondents. As shown in table one, *political stability* is another area where Uruguay has a clear competitive advantage against Argentina and Brazil, with a rating value of 4.25. This area is a key factor for a competitive destination. However, this study has also identified the following areas where Uruguay is perceived to be less competitive: *quality of research input; access to venture capital; domestic business environment; and foreign investment*.

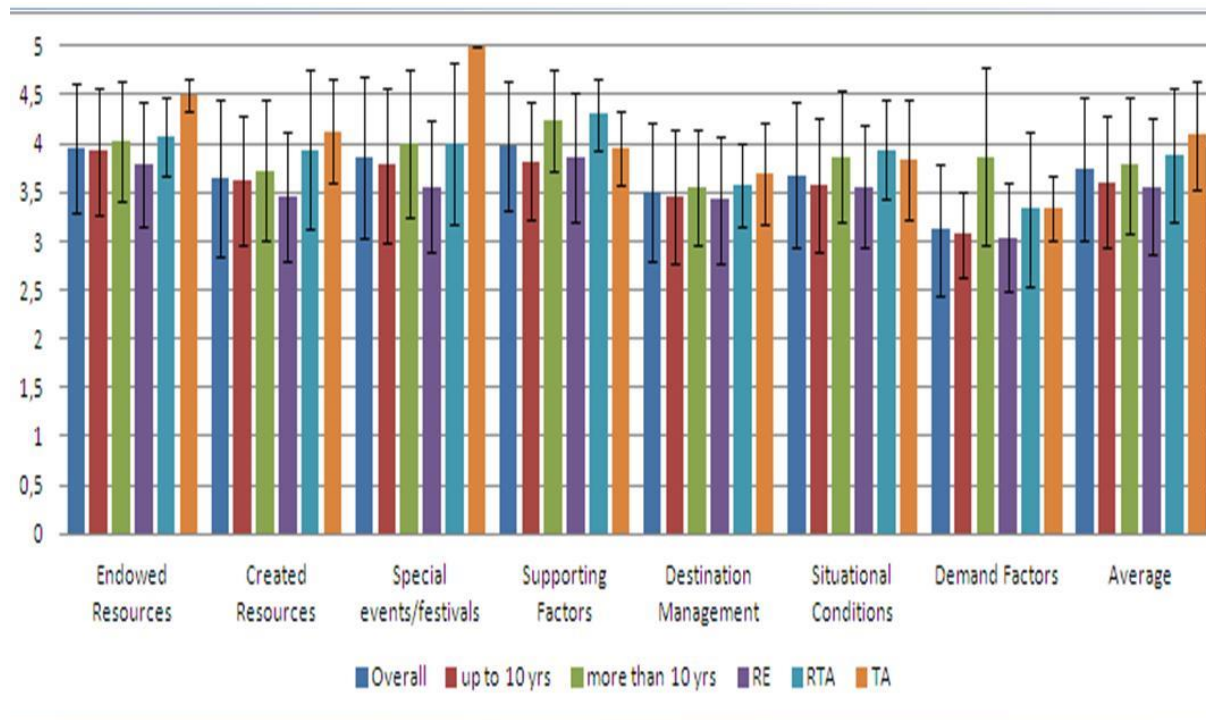
Demand Conditions

Dwyer and Kim’s (2003) argue that demand conditions are influenced by the *international awareness of the destination and its products*. The findings from this research suggest that the international awareness of Uruguay as a key rural tourist destination is similar to those of its direct competitors. A low standard deviation (SD: 0.66) indicates a strong agreement among all respondents.

Consistency of results across different sub-groups

This section examines whether participant’s perception of Uruguay’s competitiveness was influenced by the number of years respondents have been working for the rural tourism sector and by respondents’ occupational categories. For this purpose, the respondents were divided into sub-groups and the results from the different sub-groups were compared. Firstly, respondents were divided into two sub-groups based on the years of work experience: less than ten years and more than ten years of experience within the industry. Secondly, respondents were divided into three sub-groups based on the following occupational categories: working in rural tourism establishments, in rural tourism associations or in travel agencies. This categorisation shall help to evaluate whether the results are influenced by the type of organization in which the participants work. Figure four summarises the research findings.

Fig. 4. Comparison of the research findings made in different sub-groups



In the above figure, RE refers to rural establishments, RTA to rural tourist associations and TA to tourist agencies.

The comparative analysis suggests that results obtained from the group of participants with more than ten years of work experience within the rural tourism industry had a more positive perception of Uruguay's competitiveness in relation to each competitiveness indicator than the group of participants with less than 10 years of experience. The former group of participants perceives *supporting factors* as the main source of competitive advantage and the *destination management* as the weakest determinant of destination competitiveness. The latter group considers *endowed resources* as the main reason for the high level of competitiveness of the Uruguayan rural tourism offer. *Demand factors* were rated as the weakest point. The results obtained from those participants with more than 10 years of work experience within the sector are consistent with the overall research findings.

The comparative analysis of the results obtained from the three groups of participants with different occupational categories revealed interesting results. Those working in tourist agencies gave the highest average mean score (4.09) to the competitiveness indicators for Uruguayan rural tourism sector, followed by those working in rural tourism associations (3.88) and finally those working in rural establishments (3.60). For those working in rural establishments, *demand factors* are limiting the competitiveness of the sector while *supporting factors* are in their eyes the most contributing factor to Uruguay's rural tourism competitiveness. Although the valuation is in accordance with the overall rating (only the rating for special events and festivals and situational conditions is different) it is yet slightly lower than the overall rating. Respondents from rural tourist associations perceive *supporting factors* as the main strength of

Uruguayan rural tourism's competitiveness and *demand conditions* as the main weakness. The results from this group are in line with the overall rating.

Participants from travel agencies rated Uruguayan's competitiveness above the overall average. According to them competitive advantage is based on *special events and festivals* whereas the main weakness is considered to be *demand factors*. When the results from these subgroups are compared, the rating of special events and festivals exhibits the highest standard deviation. This reveals the ambiguity that exists amongst participants from different subgroups. The standard deviation for all other determinants is relatively low, within the range of 0.15 to 0.28 which reveals a relatively high level of accordance.

II) Profile of potential German tourist

This section will present the findings from the questionnaire carried out to German respondents at the Equitana fair held in Germany in 2011. This part of the study is aimed at identifying the profile of potential German tourist interested in rural tourism in Uruguay, and assessing Uruguay's potential to attract this tourist market.

General characterization of participants

Results indicate that 70% of participants travel with their partners. Within this group, 33% also travel with kids. Interestingly, not all parents take their kids on holiday with them. Among the remaining participants, 19% tend to travel with friends and 11% travel alone. Most participants (65.06%) stated that relaxation and leisure was their prime motivation for travelling followed by sport and adventure (24.01%), culture (8.43%) and lastly social reasons (2.40%). The data collected indicates that, on average, a German tourist would spend 1,000 euros per week. Most respondents indicated that they tend to plan their holidays at least half a year in advance.

In spite of the lack of knowledge about Uruguay - as a rural tourist destination - 71.08% of respondents would consider travelling to Uruguay on a holiday. However, 9.63% of respondents claimed they would not consider travelling to Uruguay. The remaining 19.28% would 'eventually' choose Uruguay as a holiday destination. It is important to note that 10 participants had already been to Uruguay and all of them would like to return to Uruguay in the near future. Among those who would not consider Uruguay as a potential destination, the 13 hours flight was identified as the main factor that would discourage these potential tourists from visiting Uruguay. The study also reveals that those who would not select Uruguay as a tourist rural destination tend to spend less money than the rest of the respondents. A long and expensive flight would probably discourage those tourists on a budget.

Results from this study show that the travel patterns of those Germans willing to select Uruguay as a rural destination can be broken down as follows: 50.85% travel more than once a year, 35.60% travel once a year, 3.39% travel every other year and 10.17% travel less frequently. Most participants (69%) who considered Uruguay as a potential rural tourist destination would like to stay in the country for about three weeks (19.36 days). Also 91% of respondents would like to complement their Uruguay experience with a short visit to Argentina and Brazil.

Participants declared that they gather information about travel destinations from the internet (26.05%), friends and relatives (22.33%), tourism catalogues (13.03%), newspaper (11.16%), television (10.70%), tourist agencies (8.37%), magazines (5,12%) and newsletter (3,26%). When asked about their preferred way of receiving information the ranking was clear: 39.81% opted for information sent by email, 29.13% for information sent by post, 25.24% are happy to search for information on internet and only 5.82% like to receive newsletters.

Most of the respondents (95%) who expressed their desire to travel to Uruguay were very interested in participating in some of the activities offered by Uruguayan touristic farms. Table two below depicts the ranking of participants' activity preferences. Interestingly, even non-horse riders (one being the exception) would like to enjoy horseback riding and participate on typical gaucho's activities. Most participants (91.07%) were very enthusiastic about the idea of participating in several days trail rides.

Table 2 Participants' activity preferences

Activity	Rank	Level of Participation
Riding	1	98,21
Cattle Drive	2	87,5
Branding	3	71,43
Walks	3	71,43
Biking	4	55,36
Drilling/Harvesting	5	42,86
Polo	5	42,86
Fishing	6	17,86

The results shown in table two indicate that riding and cattle driving were the two most preferred activities among Germans looking for a rural holiday. Only 33.93% of participants consider that the existence of a swimming pool would influence their destination choice. For the remaining respondents the presence or absence of a swimming pool was irrelevant for their destination selection process.

Discussion

Overall, compared to its main regional competing destinations, Argentina and Brazil, Uruguay does not possess a very strong comparative position. However, tourism stakeholders on the supply side rated Uruguay's *natural endowed resources* and *hospitality* as the most competitive indicators. The authors believe that Uruguayan respondents have underestimated the marvels of nature that attract international tourists to competing destinations such as Argentina or Brazil. Compared to Argentina or Brazil, Uruguay does not possess natural highlights such as

the Iguassu Waterfalls and the isolated lands of Patagonia in Argentina or the beautiful Brazilian beaches. Yet, Uruguay is still rich in natural resources and beautiful landscapes and therefore a certain level of touristic activity could still be achieved. To overcome the lack of marvels of nature Uruguay should concentrate on adding value through offering high standard accommodation, excellent hospitality and service, and excellent marketing.

The small size of Uruguay should not be considered a competitive disadvantage. On the contrary, it could be a strong selling point because within small distances different sceneries and features can be explored, different activities can be experienced, and it is possible to explore most of the country in a single holiday.

The findings suggest that Uruguay will have to create and convey the right message focussing on the range of activities offered in rural farms and their surrounding areas. The distinctive experiences that Uruguay may offer needs to correspond to the experiences that German tourists would like to enjoy. The results from this study indicate that German respondents are mainly interested in getting involved in cattle drives and horse riding.

The high level of correspondence between the profile of German tourists and the characterization of nature-based and adventure tourists has revealed the significant potential of Uruguay as a rural tourism destination for Germans looking for nature and soft-adventure tourism. However, results indicated that Uruguay is less competitive in offering adventure activities and water-based activities than other sort of activities. This is not surprising as Uruguay is not endowed with mountains or wild rivers which are necessary for hard adventure tourism activities such as rock climbing, canoeing or white water rafting (The Adventure Travel Trade Association, George Washington University & Xola Consulting, 2010). Therefore, the country is not a prime tourist destination for extreme adventure travellers. Although the rating on this area was low there is a potential to improve water-based activities. A loan from the IDB would be the starting point to support entrepreneurship, private investment and promote tourism in six water rich Uruguayan departments.

The high *level of security* and the *peacefulness* that characterise Uruguay's rural areas are highlighted in the literature and are accredited with Uruguay's high fidelity level (Cotelo, 2011). This high fidelity level has been confirmed with the help of the data collected from German participants. The level of security of a country is a key factor for Europeans choosing developing countries as a tourist destination. Therefore, tourism stakeholders should capitalize on the excellent security levels of the country.

This study also recommends improving the indicators that are responsible for the relatively poor rating of destination management. For instance, it is necessary to establish a good educational system especially for participants on the supply side of rural tourism. In order to achieve this, it would be recommended to directly involve the government in the creation of specialized human resources. Public University programmes need to be carefully reviewed and the government must ensure that graduates have the skills to enter the tourist industry.

This study has also identified opportunities where the public and private sector can work together to improve the competitiveness of Uruguayan rural tourism. The areas on which both

sectors should focus on are: promotional activities in Germany, the development of clear rural tourism policies and a better integration of the sector into the country's development strategies. Currently, a vast number of private and bureaucratic public institutions within the rural tourism sector have limited the possibilities of effective coordination and collaboration among tourism stakeholders. In Uruguay, the cooperation indicator between private and public sector was only 3.08 revealing a deficit in communication. The lack of communication between private and public institutions needs to be addressed by the Ministry of Tourism.

Results from this study indicate the need to develop more appropriate marketing strategies. The data collected from this study revealed that German tourists are aware of the ample gamut of tourist attractions that Argentina and Brazil have to offer. This is not the case for Uruguay as many respondents were not aware of what Uruguay as a tourist destination has to offer. In order to enhance the awareness of Uruguay as a rural tourism destination, and the appeal of the core resources and attractors, destination management needs to be improved. This represents an opportunity for the public and private sector to identify the best channels to communicate the main benefits and strengths of Uruguayan rural farms to potential tourists. This could be achieved through international marketing activities aimed at targeting potential tourists at fairs such as the Americana in Augsburg or the Pferd and Jagd in Hannover. These fairs attract a European clientele interested in rural tourism and are characterised by a high buying power. Uruguay should capitalize on recent positive feedback and facts such as being voted one of the most attractive destinations by National Geographic in 2011 and being included on several articles on attractive tourist destinations written by the New York Times. For instance, the New York Times listed Colonia del Sacramento, a Uruguayan province, amongst the 41 places to visit in 2011 (SoloTurismo, 2011; The New York Times, 2011). The Ministry of Tourism should allocate some funds to promote Uruguayan rural tourism abroad and to help domestic organizations to identify potential markets - such as Germany - and target them accordingly.

The rural tourism sector has not benefited from any tax reductions that traditional sectors of tourism in Uruguay have enjoyed in the past. Considering the potential of rural tourism to improve the economic situation of rural areas the government should consider implementing tax incentives to help rural farms to improve their competitive advantage. If rural farms attract more foreign tourists it could have 'spill over' benefits for many people in surrounding areas. Tax benefits would also help the rural tourism sector to offer a more competitive product which will help to attract price-sensitive tourists such as Germans. However, tax reductions need to be carefully considered as the government requires a certain level of taxes to meet its social responsibilities and investments in the community.

Limitations and Considerations for Future Research

The competitiveness of the Uruguayan rural tourism sector is assessed by analysing data from experienced Uruguayan tourism's stakeholders. The rationale of this research approach has been discussed above. The limitation of such approach is that collected information might be subjective and subject to distortion and bias.

To gaining a better understanding of the competitiveness of the selected industry, it would be advisable to replicate this study in Argentina and Brazil. This would allow confronting the outcomes of this study against expert knowledge from tourism stakeholders from competing destinations. For instance, the Multi-Criteria Decision Analysis method ELECTRE I could be applied to the three countries selected by this study. This method has already been applied to four Hawaiian Islands to analyze tourism destination relative competitiveness (Botti & Peypoch, 2013).

Extending the study to other fair events in Germany would have made the results of this study more generalizable. To gain a deeper understanding of German demand for tourism in Uruguay, further investigation on German tourists on the farms is necessary.

References

- Alavi, J. & Yasin, M. (2000). A Systematic Approach to Tourism Policy. *Journal of Business Research*, 48(2), 147-156. Retrieved June 14, 2011, from <http://directory.umm.ac.id/Data%20Elmu/jurnal/J-a/Journal%20Of%20Business%20Research/Vol48.Issue2.2000/5280.pdf>
- Arlt, W.G. (2006). Not very willkommen: the internet as a marketing tool for attracting German-speaking tourists to non-European destinations. *Information Technology & Tourism*, 8(3-4), 227-238
- Armenski, T., Gomezelj, D., Djurdjev, B., Deri, L. & Aleksandra, D. (2011). Destination Competitiveness: A Challenging Process for Serbia. *Human Geographies – Journal of Studies and Research in Human Geography*, 5(1), 19-33. Retrieved August 20, 2011, from http://humangeographies.org.ro/articles/51/5_1_11_2_armenski.pdf
- Barbosa, L.G., Oliveira, C.T. & Rezende, C. (2010). Competitiveness of tourist destinations: The study of 65 key destinations for the development of regional tourism. *RAP*, 44(5), 1067-1065. Retrieved June 15, 2011, from <http://www.scielo.br/pdf/rap/v44n5/v44n5a04.pdf>
- Bentancur, A. (2008). *El desarrollo de la actividad turística en Uruguay (XIV)*. *Pensando Turismo*. Retrieved February 6, from <http://pensandoturismo.com/el-desarrollo-de-la-actividad-turistica-en-uruguay-xiv/>
- Blanke, T. & Chiesa, J. (2011). Travel and Tourism Competitiveness Report 2011 – Beyond the Downturn. *World Economic Forum*. Retrieved July 22, 2011, from <http://www.weforum.org/reports/travel-tourism-competitiveness-report-2011>
- Botti, L. & Peypoch, N. (2013). Multi-criteria ELECTRE method and destination competitiveness. *Tourism Management Perspective*, 6, 108-113.
- Boyd, S. (2002). Cultural and heritage tourism in Canada: Opportunities, principles and challenges. *Tourism & Hospitality Research*, 3(3), 211- 233 .

- Brida, J.G., Lanzilotta, B. & Risso, W.A. (2008). Turismo y crecimiento económico: el caso de Uruguay. *Pasos*, 6(3), 481-492.
- Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism Management*, 21(1), 97-116.
- Campanella, L. (2010). Turismo en Uruguay: Un sector en sostenida expansión.[online] *Asociación Latinoamericana de Instituciones Financieras para el Desarrollo*. Retrieved August 14, 2011, from http://www.alide.org.pe/download/Financ_Sectorial/fn10_tur_rev3_turUruguay.pdf
- Camtur (2008). Estadísticos Nacionales Contexto Global y situación de Uruguay. *Camara Uruguaya de Turismo*. Retrieved February 5, 2011, from <http://www.camtur.com.uy/publicaciones.html?start=7>
- Ciolac, R., CSOSZ, I., PET, E., Martin, S. & Dincu, A. M. (2011). Cercetari Privind Trasaturi Care Particularizeaza Zonele Dezvolatte Agroturistic Din Regiunea Centrala a Romaniei. *Agricultural Management*, 13(4), 103-108.
- Cotelo, E. (2011). *El turismo rural uruguayo comienza a pisar fuerte fuera de fronteras*. Retrieved June 28, 2011, from http://www.espectador.com/1v4_contenido.php?id=206862&sts=1
- Cracolici, M.F., Nijkamp, P. & Rietveld, P. (2006). *Assessment of Tourist Competitiveness by Analyzing Destination Efficiency*. Retrieved June 13, 2011, from <http://www.tinbergen.nl/discussionpapers/06097.pdf>
- Crouch, G. & Ritchie, J.R. (1999). Tourism, Competitiveness, and Social Prosperity. *Journal of Business Research*, 44, 137-153.
- CUT (2010). *Concientización Turística*. Retrieved March 07, 2011, from http://www.issuu.com/camturmagazine/docs/revista_noviembre_2010
- Dwyer, L. & Chulwon, K. (2001). *Destination Competitiveness: A Model and Determinants*. Retrieved March 09, 2011, from <http://fama2.us.es:8080/turismo/turismonet1/economia%20del%20turismo/demanda%20turistica/DESTINATION%20COMPETITIVENESS%20A%20MODEL%20AND%20DETERMINANTS.PDF>
- Dwyer, L., Liviak, Z. & Mellor, R. (2003). Competitiveness of Australia as a tourist destination. *Journal of Hospitality and Tourism Management*, 10(1), 60-78.

- Dwyer, L. & Kim, C. (2003). Destination Competitiveness: Determinants and Indicators. *Current Issues in Tourism*, 6(5), 369-414.
- Federici, L. (2011). *Turismo Rural en Uruguay: Tres Opciones Para Este Otoño*. Retrieved May 27, 2011, from <http://invertirviviruruguay.com/turismo-rural-en-uruguay>
- Ferreira, J. & Estevão, C. (2009). *Regional Competitiveness of Tourism Cluster: A Conceptual Model Proposal*. Retrieved June 14, 2011, from http://mpra.ub.uni-muenchen.de/14853/1/MPRA_paper_14853.pdf
- Gallardo, M (2010). *La OMT premiará desempeño de Uruguay en crisis global*. Retrieved January 18, 2011, from <http://200.40.120.170/formatos/iphone/seccion.asp?s=ciudades&n=489892&t=2&p=/10/05/21/>
- Gerez, M.D. (2010). *El turismo rural: Un fuerte aporte al desarrollo del campo. Estrategia: La actividad impulsa a los habitantes a permanecer en las zonas rurales*. Retrieved June 03, 2011, from <http://www.lr21.com.uy/comunidad/424007-el-turismo-rural-un-fuerte-aporte-al-desarrollo-del-campo>
- Gomezelj, D. O. & Mihalic, T. (2008). Competitiveness of Slovenia as a Tourist Destination. *Managing Global Transitions*, 4(2), 167-189. Retrieved July 25, 2011, from http://www.fm-kp.si/zalozba/ISSN/1581-6311/4_167-189.pdf
- Gomezelj, D. & Mihalic, T. (2008). Destination competitiveness – Applying different models, the case of Slovenia. *Tourism Management*, 29, 294-307. Retrieved June 14, 2011, from http://www2.ihis.aau.dk/~kvist/teaching/Gomezelj&Mihalic_2008.pdf
- Heath, E. (2002). Towards a Model to Enhance Destination Competitiveness: A Southern African Perspective. *Journal of Hospitality and Tourism Management*, 10(2), 124-141.
- Inter-American Development Bank (October, 2011). *Uruguay to spur Tourism with IDB Financing*. Retrieved November 11, 2011, from <http://www.iadb.org/en/news/news-releases/2011-10-27/uruguay-to-spur-tourism,9638.html>
- Jobber, D. (2006). *Principles and Practice of Marketing*. 5th Edition. New York: McGraw-Hill Education.
- Lee, C. & King, B. (2009). *Assessing Destination Competitiveness. An Application to the Hot*

- Springs Tourism Sector*. Retrieved July 20, 2011, from http://eprints.vu.edu.au/2039/1/Assessing_destination_competitiveness.pdf
- Lescano, H., Kechichian, L., Liberoff, B. & Doglio, N. (2010). *Plan Nacional de Turismo Sostenible: 2009 – 2020*. Retrieved June 20, 2011, from http://apps.mintur.gub.uy/Plantur/components/Plan%20Turismo%20Sostenible_final.pdf
- Mackinnon, M., Bentancur, A. & Sanchez, A. (2009). *Rural tourism in Uruguay: a growing trend*. Retrieved March 28, 2011, from <http://webiica.iica.ac.cr/bibliotecas/RepIICA/B1619i/B1619i.pdf>
- Mazanec, J.A., Wöber, K. & Zins, A.H. (2007). Tourism Destination Competitiveness: From Definition to Exploration. *Journal of Travel Research*, 46, 86-95. Retrieved October 10, 2001, from <http://jtr.sagepub.com/content/46/1/86.full.pdf>
- Mintur (2011). *Plan de Marketing Estratégico y Operativo del Turismo de Uruguay – A Diagnóstico*. Retrieved December 14, 2011, from http://apps.mintur.gub.uy/Plantur/components/Web_Diagn%C3%B3stico_integradol.pdf
- Morgan, N., Hastings, E. & Pritchard, A. (2012). Developing a new DMO marketing evaluation framework: the case of Visit Wales. *Journal of Vacation Marketing*, 18(1), 73-89.
- Morgan, N., Pritchard, A. & Pride, R. (2011). *Destination Brands: Managing Place Reputation* (3rd edition). Elsevier Ltd.
- Petroman, I. M., Sărăndan, H., Csoz, I., Trișcău, I., Lala, V. & Amzulescu, O (2010). Defining Tourism Authenticity. *Agricultural Management*, 12(3), 1-6.
- Porter, M.E. (1998). *Competitive Advantage: Creating and sustaining superior Performance*. New York: Free Press.
- Quintana, C. (2010). *Entrevista*. Retrieved January 21, 2011, from http://www.issuu.com/camturmagine/docs/revista_noviembre_2010
- Solo Turismo (2010). *Qué se dice de Uruguay en el mundo*. Retrieved June 06, 2011, from <http://www.soloturismo.info/?p=1989>
- The Adventure Travel Trade Association, George Washington University & Xola Consulting (2010). *Ad-venture Tourism Market Report*. Retrieved June 22, 2011, from

<http://www.adventuretravelnews.com/just-released-adventure-tourism-market-report>

The New York Times (2011). *41 Places to Go in 2011*. Retrieved August 14, 2011, from <http://travel.nytimes.com/2011/01/09/travel/09where-to-go.html?pagewanted=all>

UNWTO. (2010). *Yearbook of Tourism Statistics*. Retrieved June 07, 2011, from <http://www.unwto.org/facts/menu.html>

UNWTO. (2011). *World Tourism Barometer*. A Retrieved June 06, 2011, from <http://www.unwto.org/facts/menu.html>

Valdez, J.C., Cruz, P. & Velasco, A.E. (2010). *Tourism Competitiveness in Mexico: The elements of a More Rational Tourist Policy*. Retrieved June 18, 2011, from <http://www.regional-studies-assoc.ac.uk/events/2010/may-pecs/papers/Valdez.pdf>

WEF. (2011). *Travel and Tourism Competitiveness*. Retrieved November 03, 2011, from <http://www.weforum.org/issues/travel-and-tourism-competitiveness>

Wilde, S.J. & Cox, C (2008). Linking destination competitiveness and destination development: findings from a mature Australian tourism destination. *Proceedings of the Travel and Tourism Research Association (TTRA) European Chapter Conference – Competition in Tourism: Business and Destination Perspectives*. Helsinki, Finland. pp. 467-478.

WTTC. (2011). *Travel and Tourism Economic Impact 2011: Uruguay*. Retrieved June 09, 2011, from http://www.wttc.org/site_media/uploads/downloads/uruguay.pdf