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Analysis of competitive strategies of tourism companies in Vietnam

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Abstract

This article analyzes the competitive strategies of the tourism industry, one of the industries represented by small and medium-sized companies in Vietnam. This article

outlines how businesses in this industry should compete with each other in the context of the industry's market being integrated and where foreign factors are interwoven.

Keywords: Competitive Strategy, Small and Medium-Sized Companies, Tourism Industry, Vietnam

1. Introduction

1.1 Research problem overview

Tourism is a form of resort, active visit outside the residence for the purpose of rest, entertainment, viewing scenic spots, historical sites, cultural and art works.

The tourism industry is understood as the industry that produces, sells and gives visitors services and goods in order to ensure travel, accommodation, dining, entertainment and information, bringing economic benefits to the country and its organizations. The business is to gain market share and make a profit

The strong development of global tourism and the recent emergence of new tourism trends have been promoting strong competition among countries around the world in attracting international visitors. In order for the operation of Vietnamese tourism enterprises to develop, it makes an important contribution to attracting international tourists to Vietnam. The competitiveness to attract Vietnamese tourists in general is still limited compared to many competitors in the region. Tourism businesses basically lack competitive strategies and experience. Lack of staff with experience in market work. Financial resources for marketing and advertising activities of many businesses are still limited.

1.2 Urgency of the research problem

In the trend of integration, Vietnam's tourism industry is facing many challenges, choosing the right development direction with the potential of its rich tourism resources to create tourism products. Having high competitiveness in the region and internationally is absolutely necessary and urgent. In fact, the concept of tourism products and tourism competition still has many different views, many scholars and world organizations have approached to research on this issue, but there is still no coincidence. In terms of viewpoints and methods, however, the final goal of tourism products is still the most important orientation of each tourism economic sector in many countries.

Tourism is an emerging economic sector and is increasingly asserting its role in the world economy. According to the World Tourism Organization, in the 21st century, tourism has become the most important economic activity on a global scale. With the increasing role of Tourism in the world economy, more and more countries attach importance to tourism development, considering tourism as the main driving force for socio-economic development. That increases pressure on countries interested in tourism development to improve their competitiveness (referred to as competitiveness) to attract tourists. Therefore, competitiveness becomes the most important factor determining the long-term success of a country or destination in attracting international visitors.

In recent years, despite the potential for diversity and significant growth, Vietnam's tourism has not really developed commensurate with the potential. The growth quality of Vietnam's tourism is still low. In the ranking of tourism competitiveness of the World Economic Forum from 2007 to now, Vietnam has always been ranked lower than some countries in the region. The question here is how is the destination competitiveness of Vietnam tourism today? What is the reason why Vietnam has not been able to surpass its competitors in the region in the ranking of WEF's tourism competitiveness for many years in a row? What policies and solutions must be in place for Vietnam's tourism to improve its rankings and improve its competitive position as a destination in the context of fierce competition from regional competitors? Therefore, in-depth

research and assessment of the current situation of destination competitiveness of Vietnam's tourism, clearly indicate strengths, limitations and causes, thereby proposing views and recommending policies and solutions to improve. The destination competitiveness of Vietnam tourism is very urgent. Therefore, the topic "Destination competitiveness of Vietnam's tourism" selected by the authors has urgent significance and hopes to contribute to improving the tourism destination competitiveness of Vietnam's tourism, contributing to the development of Vietnam's tourism industry and the country's economy in the future.

2. Rationale

2.1 Basic Competitive Strategies

2.1.1 Differentiation strategy

It can be understood simply that businesses need to create unique products or services that are appreciated by consumers. The company's efforts are aimed at the following directions:

The characteristics of the product help distinguish the company's products from other products (the characteristics can be: the form of tourism, the quality of facilities, the attractions, all can create the characteristic highlights for tourism products)

Convenient after-sales services and quality service are sometimes decisive factors of choice. Create desire in the customer's consciousness. For tourism needs a long process and depends on a lot of customers.

Improve and apply new technologies and techniques to make the process of serving tourists more convenient (advertising, selling tours, booking tours on the website is a typical example). This is extremely important, it requires time and constant quality assurance.

2.1.2 Low-cost tourism business strategy

Businesses can create competitive advantage by lowering costs compared to competitors. Due to the increasing degree of product standardization, businesses lower prices by offering products at a package price.

2.1.3 Rapid response travel business strategy

The foundation of the rapid response strategy is the fastest, most convenient and most accurate response to customer needs. Whether it's a new product, an improved product, or a management decision, this strategy allows a business to move faster than its competitors. Rapid response strategies take the following forms:

1. New product development. Develop formal programs, new services with the shortest time to meet customer needs.
2. Production according to orders, quality assurance, price, in the shortest time.
3. Improve existing products, constantly improve quality.
4. Fastest product delivery.
5. Adjust marketing activities to suit new markets.
6. Respond to suggestions, questions to meet the needs of customers fastest.

2.2 Competitive strategies in industries with many small and medium-sized companies

2.2.1 Expand the market with the right segment

When the scale and potential are small, the commonly used strategy of small and medium enterprises is to attack the small niches of the market - where the "big guys" cannot

enter. Therefore, small and medium enterprises should pay attention to the niches in the market that large companies do not exploit or find difficult to penetrate.

In addition, businesses should maximize the market share for their products and services through a system of joint ventures, opening branches and representative offices in places where the demand has not yet been met.

2.2.2 Creating unique and high values

Small and medium enterprises with limited resources often fear the advantages of size and financial strength of large enterprises. In fact, even large enterprises have always avoided head-to-head price competition. The essence of business activities is to create value for the community, specifically for customers.

The greater the value created, the greater the profit, prestige, customer loyalty. Therefore, small and medium enterprises need to focus on understanding the needs of society and customers, must have their own business strategies, ensure to create high and unique values for customers.

2.2.3 Have a long-term vision for development

During this nascent process, small and medium enterprises must not hesitate to have the presence of large companies before. Small and medium enterprises need to be confident in their value and existence, believing that their business will really benefit the community. To do this well, small and medium enterprises need a long-term vision for development.

The long-term vision will help small and medium enterprises form appropriate business services, step by step professionalize their development. From there, it is possible to ensure the management capacity of large systems in the near future.

2.2.4 Always updating, always evolving

Firstly, small and medium enterprises must invest in the research phase to grasp the changing trend of market demand, the service design phase to create more added value for the business.

Second, e-commerce, a system for ordering services over the phone, and establishing an effective consumption network are ways to help small and medium enterprises improve the competitiveness of their products.

2.2.5 Speed is the main advantage

Large enterprises always have a complicated operating system, so they often face many difficulties and slowness in the process of converting products or services. Meanwhile, with a small advantage, close to customers, small and medium enterprises can have an advantage in this aspect.

In the current era of globalization and digitization, the victory always belongs to the companies that promptly satisfy the needs and requirements of customers. Whoever is closer to the customer, grasps it faster, responds well to change and makes the customer happy will be chosen.

2.3 Competitive strategies in industries with a few large companies

* Differentiation strategy

Differentiation is a strategy to help maintain the distinctive features of products and services that businesses own in the market. When applying this strategy successfully, the company's products make a breakthrough and bring a deeper

impression to customers. Those differences can be in price, quality, features. Implementing a differentiation strategy also helps to open up opportunities to lead the trend for businesses.

* **Cost leadership strategy**

For the cost leadership strategy, the key goal of the business is to become a manufacturer or supplier with the lowest product cost in the entire business. To achieve this competitive strategic goal, businesses need to invest in production and business on a large scale because the effectiveness of the campaign will be evaluated based on the size of the business. Therefore, small and medium-sized companies and organizations should consider when choosing this cost leadership strategy because it requires high conditions related to contracts for providing products at low prices. market that small and medium enterprises hardly have the potential to implement.

* **Cost Concentration Strategy**

With a cost-concentration strategy, businesses only need to focus on applying the lowest prices and providing products and services to users with minimal costs. Implementing this strategy will help businesses easily increase brand recognition and satisfy customers' shopping needs because they always like affordable products with many great promotions.

* **Differentiated focus strategy**

Businesses should consider adopting a differentiated focus strategy for their competitive plans. Because it helps make a huge difference when businesses only need to focus on developing on a specific market segment.

3. Research methods

3.1 Data sources and methods of collection

+ *About the data source*

In the first 9 months of this year, the growth rate of international visitors was even higher than the previous year with 9.45 million arrivals, up 28.4% over the same period last year. Besides, domestic tourists reached 57.9 million arrivals, total revenue from tourists was estimated at 376 trillion VND, up 26.5%. The results that the tourism industry has achieved are thanks to the great contribution and efforts of the business community in the role of connecting and bringing tourists to Vietnam. Many Vietnamese travel businesses have built a strong travel brand that can compete and reach out to the world market.

Cities with abundant data sources have the potential to change the world tourism industry. But the COVID-19 pandemic has plunged global tourism into its biggest crisis yet in 2020 as international arrivals fell by 73% after nearly all countries around the world adopted a series of measures. travel restrictions, including border closures. In that context, big data is seen as the key to helping the tourism industry recover and grow after the pandemic.

+ *About the collection method*

Currently, many cities around the world are using Big Data technology to better manage tourism. This data allows them to measure existing metrics such as tourism GDP and new ones thanks to big data analytics. As a result, Spain's 2014 tourism study collected data on tourists such as nationality, length of stay, preferred accommodation of tourists and

tourist destinations they like to visit and amount of money. money they spend from a variety of sources.

In another study on travel trends in the US, Big Data technology is especially effective in collecting information about nationality, purpose of travel (holiday or work). Based on this data, one can find out the important market

All interactions are recorded electronically. Therefore, all data is recorded by electronic devices such as smartphones or external devices (GPS, Roaming, WIFI, Bluetooth, etc.) that are capable of providing tracking information. tourist experience.

3.2 Research methods

To create their own attraction and gain the trust of customers, it is very necessary for companies - especially companies in the tourism sector to pay attention. One of the factors that travel companies cannot ignore is finding the right research method on market needs, customer tastes, etc. So what are the most effective methods? that companies in the tourism industry are still applying?

Regarding the sociological method, this is a method to help survey the social characteristics of tourism objects. In the method of tourism companies, this is a tool to investigate and analyze the market such as: preferences, consumption needs, spending levels of tourists, investigation of the attractiveness of tourist destinations, tourism resources, human resources. The steps to implement this survey method include steps such as: Identify the issues to be investigated, design the questionnaire, select the subjects and the investigation area. investigation, the time to conduct the investigation and finally the processing of the investigation results.

However, tourism development is a difficult and complex field that involves the theory and practice of many scientific and socio-economic disciplines. Therefore, in the process of making and implementing tourism planning, the opinions of reputable experts from many related industries should be neutral, especially experts in planning and territorial organization.

3.3 Research process

For a travel agency to stand out from others, a solid, detailed business plan is a top factor. This takes a lot of time in the research process, but is necessary to present the idea to potential investors. The company's business plan should include steps such as: Statement of goals, development of a company brief, offering a service or product or service, a description of the target market, business plan finance and finally calculate operating costs.

In addition, in order to have a suitable business strategy, the company needs to have a sharp view, the ability to assess the market and realize the potential of the product, to come up with development plans in each phase, thereby drawing on experience and putting effort into reaching higher destinations.

4. Research results and discussion

4.1.1 Differentiation strategy

Differentiation strategy in tourism business

Besides, the differentiation strategy can create for the company a series of advantages and disadvantages

Advantages : create a clear distinction from competitors without leading to a head-to-head confrontation.

Difficulty : If all firms adopted a differentiation strategy, there would be no distinction between them. Thus, the diversity of the market will be difficult to create unique products that suit the needs of each object.

4.1.2 Low-cost tourism business strategy

Businesses can create competitive advantage by lowering costs compared to competitors. Due to the increasing degree of product standardization, businesses lower prices by offering products at a package price.

The benefits of this strategy may include:

Keeping a low price prevents competitors from entering a price war.

Protect businesses from pressure to lower prices from customers, or increase prices from suppliers.

New entrants will not have enough experience to produce at low prices, the same goes for substitutes.

Strategies to lower costs can present the company with the following dangers:

+ In some cases if the company is not able to offer the lowest price, all efforts will be in vain, because in this case only one firm wins.

Reducing costs can lead to further quality constraints in each competitive arena, with price discrimination becoming less and less. On the other hand, reducing costs often leads to the weakening of innovation capacity in enterprises.

4.1.3 Rapid response travel business strategy

The foundation of the rapid response strategy is the fastest, most convenient and most accurate response to customer needs. Whether it's a new product, an improved product, or a management decision, this strategy allows a business to move faster than its competitors. Rapid response strategies take the following forms:

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Improve existing products, constantly improve quality.

Fastest product delivery.

Adjust marketing activities to suit new markets.

Respond to suggestions, questions to meet the needs of customers fastest.

Rapid response travel business strategy

Rapid response travel business strategy

Successful implementation of a rapid response strategy will allow:

Businesses can avoid head-to-head competition by shortening time

Allowing to offer a high price

Motivate suppliers to react quickly

Limit the competition of new competitors.

However, the quick response strategy is not always the best strategy. It requires implementation on such platforms as highly qualified personnel, technology, and equipment. On the other hand, not every market appreciates the value of a quick response.

4.2 Competitive strategies of companies for each stage of industry development

Competitive strategic alternatives need to be relevant to the product life cycle. The idea of a product life cycle is that products and services go from launch to growth, maturity, and decline. The product life cycle actually ends when the

product is renewed or decided to be phased out at some point during the downturn. Below we will discuss competitive strategies in each stage of the product life cycle.

* *Product launch stage*

Strategic decisions at this stage include four basic components of marketing. We can combine pricing and promotion into four strategic options.

First, a quick-gathering strategy combines high prices and high levels of promotion. High price to get more profit from the market, and high level of promotion to speed up the market entry process. This strategy is effective when the majority of customers are aware of the product, there is a latent interest in the product, and the business wants to create customer preferences for the company's product to protect itself against threats of competition.

Second, the slow "gathering" strategy arises from high prices and low promotions. The basic difference between this strategy and the quick "gathering" strategy is that the business favors a low level of promotion, thereby reducing marketing costs when customers' preferences for the company's products increase. A slow "gathering" strategy is often preferable if the market size is relatively small, customers are familiar with the company's products, are not price sensitive, and competition is less likely to occur.

Third, the strategy of rapid penetration, low price coordination and promotion promotion aims to gain and keep a relatively large market share. This strategy is suitable for cases where there is a large market potential, customers are not familiar with the company's products but are price sensitive, have strong potential competitors, and can save money by producing with low prices.

Fourth, a slow penetration strategy, combining low prices for easy market penetration and low-level promotions to reduce costs. There are two basic conditions that make businesses use this strategy: customers are price sensitive but not promotion sensitive. In addition, the market must be large and the product known to a high degree.

* *Growth phase*

The growth phase in the product life cycle is characterized by rapidly increasing sales. One of the most important business issues of this stage is how to secure the resources to grow with the market.

One of the main areas of use of these resources is marketing activities.

Although the business is in a period of rapid growth, management must not forget that the period of saturation will come. Enterprises also need to pay attention to developing specific abilities and the ability to cope with fierce competition rather than the characteristics of the maturity stage.

* *Saturation phase*

The trend maturity phase is the longest compared to other stages in the product life cycle and is characterized by a curve representing steady industry sales. Management needs to find strategies that align with market opportunities rather than simply protecting existing market share. There are three options to focus on:

Focus on finding market segments that were previously untapped.

Improve the quality, design and create new features of the product.

Improve efficiency if conditions permit in production, consumption and other marketing stages.

*** Recession period**

The recession period is characterized by reduced sales, low profit or no profit. If sales appear to continue to decline, management must consider renewing or discarding the item. Although it is possible that the decision to renew or remove an item that is currently in production is in order to take advantage of opportunities. However, doing so is to overcome the problems that businesses are and will face. Holding on to a weak item can cost a business a lot now and in the future. In particular, it hinders the development of opportunities to create new products.

4.3 Competitive strategies of tourism companies in the current context

4.3.1 Build a customer-focused website

Usually, customers will look to the website to learn more about the services and reputation of the business. The website is considered the face of a travel agency and is also a solid foundation for implementing attractive marketing strategies, so you should try to satisfy the customers who visit your website.

To satisfy the customer experience, you need to make sure your website has fast loading time, clean interface layout, easy to use design. no annoying navigation bars.

4.3.2 Identify the difference

Deploying Marketing in the tourism industry will focus on the destinations in the service of your business that are different from the competition.

There are many factors that make a destination stand out, be it historical sites, unique local cultural activities or majestic natural elements. It is important that you try to determine the point. Come and show customers as many advantages as possible.

Spend some time researching Ideal Demographics to understand their needs and mindset. Particularly for the tourism industry, you need to divide into many different Audience Segments, because each traveler will have their own preferences to want to go to different places such as business travelers, family travelers, tourists couples, student tourists.

4.3.3 Building Social Media Marketing strategies

Leveraging social media will help you promote your services effectively, especially through Word Of Mouth Marketing.

When your customers share their real experiences with live photos or videos on the community, it will draw the crowd and cause a feeling of FOMO (fear of missing out) for your potential customers.

This will be a great idea for you to invest in Marketing strategies based on Influencer such as actors, singers with high reputation or individuals with impressive followings and life style in line with your corporate culture.

With the travel industry, there is nothing better for you to tell a compelling and vivid story with sharp photos and interesting videos - two factors that help you introduce your services to customers in a genuine way, creating credibility without being too ostentatious.

4.3.4 Implement PPC . campaigns

Implementing PPC advertising campaigns will attract potential customers not only in the region but also across the country. However, you should keep in mind that the ad must be consistent, with a solid message that will lead to a "massive" increase in clicks and a better ability to convert sales.

5. Conclusions and recommendations

5.1 Conclusion

Vietnam's tourism is a spearhead economic sector with diverse and rich tourism potential. Dubbed as a smokeless industry and an industry with many development advantages of Vietnam, Vietnam's tourism development strategy to 2030 defines the following goals: By 2025, "Vietnam becomes a destination To be attractive, strive to be in the group of three leading countries in tourism development in Southeast Asia and 50 countries with the world's leading tourism competitiveness, in which all 14 competitiveness criteria tourism competition has increased, in line with the requirements of sustainable development". By 2030, Vietnam "belongs to the group of 30 countries with the world's leading tourism competitiveness". To achieve the above goal, it requires great determination and efforts of the tourism industry in particular and the joint efforts, efforts and hearts of all levels, sectors, localities, communities and businesses. industry (Le Quang Dang, 2020).

In order to survive and develop in the era of economic globalization, Vietnamese travel businesses must understand international laws, master commitments and open roadmap for foreign tour operators; seek to strengthen and promote its own comparative advantages in open market conditions; properly assess their potential status to have joint venture and link strategies in the right direction. Enterprises should invest in internet booking technology to meet modern business requirements and build tourism products of high quality, reasonable prices, and unique features based on outstanding advantages. of Vietnam's tourism potential (Son Lam, 2006).

5.2 Recommendations and suggestions

5.2.1 For directors of enterprises in the industry

Improve education, understanding of economy - society, culture, law for business owners, managers and employees in enterprises. To be able to deal with competition from foreign enterprises, domestic enterprises should: link domestic enterprises together to solve seasonal personnel problems; or become partners, strategic alliances with large, world-renowned travel companies in the form of joint ventures, associations, cooperation, organizational restructuring towards flexibility in order to take advantage of tourists, management skills, advanced management ability of foreign enterprises (Pham Hai Yen, 2013).

5.2.2 For leaders of tourism departments at governments at all levels

The provincial Party Committees, city committees, party committees, party personnel committees, party unions and party committees directly under the central government organize the dissemination and mastery of the Resolution; according to their functions and tasks, develop and implement action plans and programs to implement the

resolution.

The Party Committee of the Ministry of Culture, Sports and Tourism directed the organization to thoroughly understand, build and deploy.

The National Assembly's Party Committee runs an action plan to implement the Resolution in the tourism industry. Leaders in amending, supplementing or promulgating new laws and ordinances, creating a favorable legal basis for tourism to develop into a spearhead economic sector.

The Government Party Committee shall direct the development and implementation of the Action Program to implement the Resolution; inspect, urge and periodically report to the Politburo on the implementation of the Resolution. The State Steering Committee on Tourism directs the coordination among ministries, branches and localities in the implementation of the Resolution.

5.2.3 For researchers on business strategy and competition in Vietnam's tourism industry

Selective system of theoretical issues on tourism product competition: Approach from the point of view of State management and macroeconomics.

Analysis and assessment of the current situation of Vietnam's tourism product system: Review and evaluate the current situation of Vietnam's tourism products according to two criteria, constituting the common products of the destination and products by types. travel picture.

Competitive research and positioning of Vietnamese tourism products in regional and international tourism markets: Analysis and evaluation of tourism product systems of competitive countries in the region such as Thailand, Malaysia, and Singapore, China, Indonesia. The study investigates competition from a consumption perspective. Find out the current positioning of Vietnam tourism products.

Analyzing characteristics and strengths for Vietnamese tourism products: systematically evaluating Vietnamese tourism products, comparing and identifying Vietnamese tourism products with competitive products, focusing 3 groups:

- Sea and island tourism products
- Cultural tourism products
- Ecotourism products

Analysis of competitive research results with international competitors

Analyzing the competitiveness of products from the supply - demand side of Vietnam's tourism market

Learn some characteristics and needs of the international market for tourism products in Vietnam.

Proposing key measures to contribute to enhancing the competitiveness of current Vietnamese tourism products

Proposing to build competitive tourism products.

5.3 Solutions to improve the competitiveness of tourism enterprises in Vietnam

5.3.1 Innovate and constantly improve the legal framework and policies related to tourism such as monetary policy, investment policy, immigration and customs in the direction of creating all favorable conditions for tourists

Review the entire legal system to detect overlapping and

contradictory laws, cancel, renew and constantly improve the legal environment and policies related to tourism such as exchange rates. exchange, investment policy, gradually loosening visa policy in a reasonable manner in line with Vietnam's commitments upon international integration and UNWTO's Law on World Tourism Ethics in the direction of creating favorable conditions. best for tourists.

5.3.2 Develop a medium and long-term destination competitiveness strategy to enhance Vietnam's competitiveness as an attractive new destination in the region and the world

On the basis of analyzing the strengths, weaknesses, opportunities and challenges of Vietnam's tourism, develop a marketing strategy for Vietnam's tourism to 2025 with a vision to 2035; in which key tourism markets have been identified, with strengths in biodiversity, topography, cultural identity and heroic historical traditions, building a tourism product strategy in the direction of marine tourism, Ecotourism combines with cultural and historical tourism to create unique tourism products that attract visitors of these key markets.

5.3.3 Invest in developing tourism human resources to improve professionalism and improve service quality

Human resources are the most important and decisive factor to improve competitiveness, product quality and tourism service quality. That is a labor force of sufficient quantity, reasonable and balanced structure, well-trained in expertise and profession, with high professionalism, with good moral qualities, and love for the profession. To do so, the State needs to strengthen the management of tourism human resource training and retraining, step by step standardize the tourism workforce in all tourism fields and industries according to actual requirements. in the country, in line with the international standard system, first of all the occupational standards of the ASEAN Tourism Association to facilitate international integration of the tourism workforce. Therefore, it is necessary to develop a network of training and retraining institutions with good facilities for training and retraining to ensure a balance between training levels, levels and professions and have an appropriate distribution. management between regions; strengthening the mobilization and effective use of domestic and foreign resources, especially the project on development of human resources for tourism in Vietnam funded by the European Commission.

5.3.4 Invest in the development of infrastructure, especially the technical facilities of the tourism industry with various forms of capital mobilization

Through the assessment of competitiveness, Vietnam's tourism infrastructure is still lacking and of poor quality, especially with a serious lack of high-class hotels, large convention centers, shopping centers, shopping centers, and shopping malls. entertainment for tourists MICE (type of tourism combined with conferences, seminars, exhibitions, events, reward tourism of companies for employees, partners); lack of many direct flights to countries make the cost of aircraft higher than those in the region. The state needs to have many mechanisms and policies to encourage and attract different investment capital from different economic sectors. to build tourism infrastructure.

5.3.5 Building and developing a system of diverse and unique tourism products imbued with Vietnamese cultural identity, ensuring sustainable tourism development

Vietnam's tourism is very diverse in both natural resources as well as human resources. Due to the lack of planning and direction, the development has affected the environment, broke the cohesion between human resources and natural resources, and lost unique products and imbued with Vietnamese cultural identity. Vietnam's tourism products are still monotonous, only reaching the level of exploiting what is available, making international tourists feel bored. This explains why the rate of second-time international visitors is so low. Therefore, building diverse and unique tourism products, ensuring sustainable development is an important factor to improve competitiveness.

5.3.6 Promote market research, destination branding and tourism promotion activities in the world tourism market

This requires a systematic and synchronous implementation from market research, product development, travel programs, branding to product promotion. It should be done on the basis of close coordination and cooperation between the Vietnam National Administration of Tourism, the departments of culture, sports and tourism, travel businesses, hotels in particular and other ministries, departments and sectors in general. tourism promotion and advertising will be effective.

5.3.7 Domestic tourism businesses need to invest heavily and apply advanced tourism technologies, especially information technology and telecommunications to online tourism business, and participate in systems. global seat distribution (GDS)

In order to serve marketing activities, promote products and strongly participate in the global value chain in tourism. Only with active preparation, a reasonable business strategy, proactively seizing opportunities, and limiting challenges from competition from foreign enterprises can Vietnamese tourism businesses be able to survive and develop. It is necessary to strengthen cooperation with countries in the region to learn from tourism development experiences in the integration process. In the immediate future, priority should be given to overcoming environmental problems at destinations, especially at World Heritage sites with effective implementation of regulations on conservation and promotion of heritage values.

5.3.8 Need to proactively form strategic alliances to deal with competition from tour operators sending foreign tourists

The appropriate business strategy in the period of liberalization of the international tourism market for domestic travel businesses is to become strategic partners and alliances of large and famous travel agencies. in the world in the form of joint venture, association, cooperation, organizational restructuring towards flexibility. This is to take advantage of the source of tourists and advanced tourism management and administration skills of foreign enterprises. Domestic travel businesses should consider joint ventures with foreign tour operators as a way to penetrate the market and develop human resources. To do this, travel businesses must also restructure their organizations in the

direction of enhancing vertical and horizontal linkages in all activities. It is necessary to overcome cultural and language barriers and build a reasonable benefit sharing mechanism towards long-term goals. Only in this way can the relationship between domestic tourism businesses and travel agencies for foreign tourists be created.

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