

THE FACTORS OF TOURIST BUSINESSES' COMPETITIVENESS IN THE OPINIONS OF Z GENERATION

Katarzyna SIERADZKA¹, Anna WOLAK-TUZIMEK^{2*}

¹ Casimir Pulaski Radom University, Faculty of Economics and Finance; k.sieradzka@urad.edu.pl,
ORCID: 0000-0002-2903-8219

² Jan Kochanowski University of Kielce, Faculty of Law and Social Sciences; anna.wolak-tuzimek@ujk.edu.pl,
ORCID: 0000-0002-2998-909X

* Correspondence author

Purpose: Identify the key factors of tourist businesses' competitiveness in the opinions of Z generation. A research hypothesis H1 is posited: digitalisation is an important factor of tourist businesses' competitiveness. The concept and nature of competitiveness and the sources of competitive advantage are discussed, with a special emphasis on tourist operators.

Design/methodology/approach: The theoretical section follows a thorough review of leading specialist literature. The empirical part uses exploratory factor analysis to identify main factors and explicate correlations among the variables analysed and verify the hypothesis. The number of factors is determined by means of Cattell's method and Kaiser's criterion.

Findings: The results of a survey conducted in June 2024 among generation Z individuals, that is, born in 1995-2012, are presented. 332 surveys were completed correctly. The exploratory factor analysis is employed to prove digitalisation is a major factor in tourist businesses' competitiveness.

Practical implications: The results can be taken advantage of by tourist managers as the selection of certain factors of competitiveness is suggested. Addressing the factors of paramount importance to the Z generation may become a source of competitive advantage to tourist businesses.

Originality/value: The results of a survey of 332 generation Z representatives are presented.

Keywords: competitiveness factors, tourist businesses, Z generation.

Category of the paper: research paper.

1. Introduction

The contemporary, unpredictable socio-economic environment forces businesses to make decisions that will assure lasting competitive advantage. Market rivals seek new solutions to satisfy customer needs and adapt to environment conditions by using its resources.

Knowing the preferences and habits of consumers representing various generations is vital information for businesses (including tour operators). This information allows for appropriate actions and applying specific instruments to improve competitiveness and competitive advantage in the market. Generation Z is assumed to comprise those born after 1995 (Jayatissa, 2023; Dolot, 2018; Ławińska, Korombel, 2023). These are young people at the start of their careers who are entering or about to enter the job market (often in odd jobs) and who shape the generation's expectations about their future (Piotrowska, 2022). They are known as digital natives who are proficient in using technology and social media, they also possess unique characteristics such as being entrepreneurial, socially conscious, pragmatic, and diverse (Jayatissa, 2023). Their driving features include (Oxford Economics, 2021): agility (rapid information acquisition and response to challenges), creativity (they can create and design digital content more often than other generations can), and curiosity (they are more often involved in various forms of informal learning).

This paper is intended to identify key competitiveness factor of tourist business from the viewpoint of Z generation.

The choice of competitiveness factors by tourist firms from the perspective of Z generation (born in 1995-2012) is crucial, since this generation has unique needs and expectations that differ from those of previous generations. This is the first truly digital generation, who grew up with technology and the Internet. Therefore, this article poses the hypothesis regarding the dependence between digitalisation and the competitiveness of tourist sector entities.

The goal is realised and the hypothesis verified by means of a literature review, a survey of 332 generation Z persons, and exploratory factor analysis.

2. Literature review

The notion of competitiveness is closely associated with M. Porter's breakthrough book (*The Competitive Advantage of Nations*, 1990), a complex, relative, and multidimensional concept. The lack of clear definitions of competitiveness is rooted in the extensive scope of research. Competitiveness is treated as a qualitative measure of socio-economic development, a fundamental economic category that serves to describe the development of particular entities, economies, societies or geographical units (Maslova, 2020; Karman et al., 2022). Competitiveness is at every level a result of multiple internal and external factors of a social, political, natural, and cultural nature.

Competitiveness is among factors influencing companies' position and makes them structured to better compete in the market. A competitive company can market products and services efficiently and effectively, with appropriate prices and quality for customers. Therefore, the competitiveness at firm level can be perceived as a sustainable position of the

company to meet the forces of competition in a given business sector, in order to overcome its rivals in terms of longterm profitability (Dresh et al., 2018). Chickán (2022) points out competitiveness is a capability of a firm to sustainably fulfil its dual purpose: meeting customer demand for profit (through offering on the market goods and services which customers value higher than those offered by competitors) and adaptation to changing social and economic norms and conditions. Competitiveness is the capability of an individual organization to gain competitive advantages over its rivals (Vîrjan et al., 2023) and its sources can be found both in the external and internal environments of enterprises (Doncheva, 2020).

With reference to tourist enterprises, competitiveness is defined as the ability to reinforce and improve a firm's standing in the tourist market while preserving operating efficiency (Kowalska, 2018). Competitive advantage is defined as the ability to increase expenditure on tourism, find ways to attract visitors, provide memorable and satisfying experiences with a profitable business approach, improve the welfare of local communities, and, of course, maintain the natural capital qualities of destinations for the benefit of future generations. A destination's competitive advantage is also explicated as the destination's ability to maintain or improve its position in the market (Armullah et al., 2023).

Competitive advantage is based on the strengths of a company which its competitor does not have (Lestari et al., 2020). Specific, unique, valuable and hard to imitate or substitute resources and skills (called strategic assets and core competences) allow a firm for a long-term competitive advantage and finally for recurrent, above-average income. Competitive advantage can be described as the edge on the competitive market in relation to skills, services as well as technology (Kerdpitak et al., 2022). Competitive advantage is an enterprise's supreme standing in the market that lets it offer products/services at lower prices and better quality than competitive firms can. Three types of competitive advantage are distinguished: qualitative, pricing, and information (Grębowiec, 2021).

The pricing and quality of an enterprise's range are among the basic (classic) instruments of competing that determine continued competitive advantage. The operational perspectives of marketing capabilities (marketing mix, intellectual capital and competition) are some other factors enabling competitive advantage and improved business efficiency (Metha, Ali, 2020). Marketing theories specify the scope of actions and means to compete effectively and provide for customer satisfaction. The development of these theories and principles of quality management helps expand the list of instruments, including: the distinctiveness of products, flexible offer adaptable to changing purchasing preferences, easy access to products/services, the extent of enterprise's range, the promotion of undertaking and its products/services, the scope, pricing, and quality of auxiliary services, company image, terms of payment, creation of customer needs, etc. (Grębowiec, 2021). The list of competing instruments is not closed-ended due to the variety of consumer and enterprise behaviour, and the fluctuations of market environment.

Natural and anthropogenic (cultural) qualities are among the sources of competitive advantage for tourist entities and destinations. Cultural resources are an exceptional facility to attract tourists to a destination. These include: museums, castles, palaces, archaeological reserves, heritage parks, historical military facilities, pilgrimage destinations, and religious locations. Cultural tourism and sustainable tourism development have positive and significant influence on destination competitiveness. Ecotourism is directly having no significant influence on destination competitiveness but it is indirectly having a significant influence on competitiveness through sustainable tourism development (Wardana et al., 2019).

Corporate Social Responsibility, which assumes responsible and ethical business dealings with social groups and respect for the natural environment, is becoming another major factor in building a competitive advantage of enterprises (Wolak-Tuzimek et al., 2021). Social commitment is a major determinant of a positive reputation, an asset distinguishing an enterprise from its competitors, and thus a source of competitive advantage (Maráková et al., 2021).

Intellectual capital can be defined as all those intangibles an organisation has and which can be acquired or generated, assimilated, processed and implemented in a harmonious way in order to attain higher levels of innovation, productivity and competitiveness, in spite of not being reflected in financial statements (Ibarra-Cisneros et al., 2020). Intellectual capital is all the knowledge of employees, organizations and their ability to create added value and lead to sustainable competitive advantage (Handayani, Karnawati, 2019). The dimensions of intellectual capital development (human capital, relational capital, and structural capital) relate significantly with cost leadership and innovativeness. It is indicated that boosting intellectual capital development will lead to an enhanced competitive advantage of organizations (Blessing, 2022). Intellectual assets such as patents, trade secrets, human capital, and organizational structures are widely considered important components of business performance and economic growth. Intellectual capital is one of the organizational capabilities that have a positive impact on competitive advantage (Niwash et al., 2022).

The attainment of competitive advantage is indissolubly linked with the development of digital technologies (IT) (Awamleh, Ertugan, 2021). IT capabilities have been developed and widely adopted by many companies to collect, process, store and retrieve information (Galliers et al., 2020). IT has increased companies' ability to exploit opportunities and avoid threats and identified the business strategy's strengths and weaknesses (Chu et al., 2019). The role of ICT (Information and Communication Technologies) in business is seen in the way it will help companies become a lot more productive and improve their performance, save money, improve the client expertise, streamline communications, and enhance social control decision-creating. It additionally plays a role in helping corporations expand globally and in providing workers access to company data where and whenever they want (Deep, 2023). In the case of tourism, the broad applicability of Information and Communication Technologies gives rise to the concept of smart tourism (and the related tourism 4.0, smart tourism destination, smart

hospitality), which envisages enriching tourist experience and more effective destination actions by collecting, aggregating, and processing data sets (Almeida et al., 2021, Rula et al., 2021). These include artificial intelligence (AI), augmented reality/virtual reality (AV/VR), big data (BD), the Internet of Things (IoT), high performance computing, cloud computing, wireless connectivity, emerging technologies, and blockchain (Peceny et al., 2019; Ordóñez et al., 2022, Moghadasnian, 2024; Demirciftci, 2024).

This literature review has helped to identify the crucial competitiveness factors for tourist businesses that drive their competitive advantage. The hypothesis is advanced, therefore, that digitalisation is an important factor of tourist businesses' competitiveness.

3. Methods

In June 2024, a survey was conducted of individuals belonging to the generation Z, that is, born in 1995-2012. 332 surveys were completed correctly. The survey form was available with the Microsoft Forms platform and anyone interested was able to fill the questionnaire.

The original survey questionnaire consisted of two parts: personal data and questions. In the first, the respondents were to declare their age, gender, and education; in the empirical section, to determine the significance of the particular factors affecting the competitiveness of tourist businesses. The respondents' structure, based on the details received in the first part of the survey, is shown in Table 1.

Table 1.

The structure of the research sample

Criterion	The number of respondents	The respondents' structure
Age		
18-20	84	25.30
21-22	108	32.53
23-25	112	33.73
25-30	28	8.43
Gender		
Female	170	51.20
Male	162	48.80
Education		
University	148	44.58
Post-primary	184	55.42

Source: The authors' compilation.

Persons aged 18 to 30, i.e., members of the generation Z, took part in the study. Those aged 23-25, accounting for 33.73% of all the respondents, women (51.2%), and post-primary education holders (55.42%), prevailed.

The second section includes 2 questions, and the responses were recorded on 10-point ordinal scales. The results for the instruction: *Please determine the significance of the particular factors affecting the competitiveness of tourist businesses on the scale from 1 to 10, where 1 means a low significance and 10 a high significance*, are presented in this article. 20 factors (observable variables) are investigated, namely: product brand (V1), additional services to customers (V2), infrastructure – the proximity of restaurants, shops, and the like (V3), attractive geographical situation (V4), professional and competent staff (V5), professional standard of tailor-made services (V6), standards of accommodation, catering, and customer services (V7), anthropogenic qualities (V8), popularity of tourist destination (V9), the option of booking via a firm's website (V10), the option of booking via an Internet service (V11), the presence of a hotel on tourist portals (V12), an active presence in social media (V13), a hotel's attractive website (V14), an environment-friendly catering range of a hotel (V15), the use of renewable energy by a hotel (V16), an environment-friendly certification of a hotel (V17), positive reviews and recommendations from earlier customers (V18), attractive advertising campaign (V19), and loyalty programmes (V20).

Exploratory factor analysis, which detects the optimum groups of main factors and explicates correlations among observable variables, serves to verify the research hypothesis. The method helps to reduce variables, identify a structure and general regularities among variables, verify the regularities and connections, describe and classify investigated objects in new, orthogonal spaces defined with new, emergent factors (Stanisz, 2007, p. 166).

The factor analysis procedure identified successive factors with maximum shares in explicating the variables. To this end, the input space was rotated according to the varimax criterion. A regression line was defined in space that maximises the variance (variability) of the first factor while minimising the variance around. Such a factor has the greatest eigenvalue (variance), that is, it explains most of the variability of an investigated phenomenon. Each subsequent factor determined most of the remaining variability not covered by a preceding factor. The number of factors to identify was determined based on Cattell's scree criterion (1966) in the form of a linear graph where the point needs to be found to the right of which the eigenvalues and Kaiser's criterion (1960) – according to which only the factors corresponding to eigenvalues above 1 are used – begin to slope mildly down. Statistica 12 software assisted with MS Excel 2016 spreadsheet serve as the tools of analysis.

4. Results

The number of factors was selected in line with Cattell's scree criterion by finding the point where the diagram begins to 'flatten out'. Following factor 4, the graph is becoming flatter than around the initial components, where a 'steep drop' of eigenvalues could be noted. A factor solution was chosen accordingly, as illustrated in Figure 1.

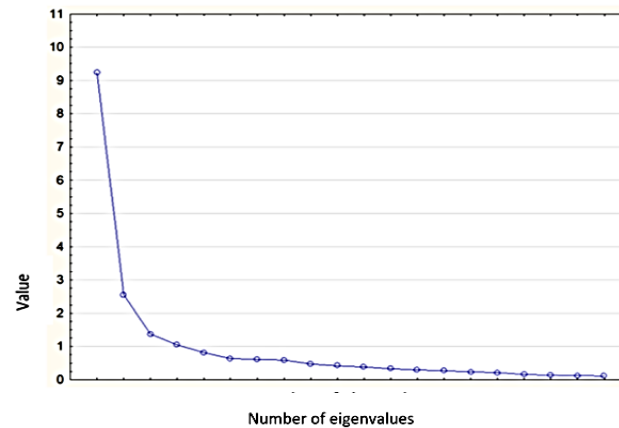


Figure 1. The eigenvalue scree diagram for the factors of tourist business competitiveness.

Source: The authors' research.

Based on Cattell's scree and Kaiser's criteria, four factors were selected whose eigenvalues are in the range $\langle 1.05; 9.24 \rangle$. The accumulated eigenvalue for the four factors is 14.21. In effect, this system of factors explains 71.06% of the overall variance and the model formulated below matches the investigated reality well.

Table 2.

The eigenvalue matrix for the factors describing the determinants of tourist sector's competitiveness

Factor	Characteristic value	Percentage of general variance	Accumulated characteristic value	Accumulated percentage
F1	9.24	46.19	9.24	46.19
F2	2.55	12.78	11.79	58.97
F3	1.37	6.85	13.16	65.82
F4	1.05	5.24	14.21	71.06

Source: The authors' research.

The matrix of factor loads was subject to Varimax rotation that simplifies the interpretation of factors by minimising the number of variables needed to explain a given factor. Table 3 includes a matrix of loads for factors describing the determinants of the tourist sector's competitiveness, or the correlation between observable variables and factors introduced in the model. The minimum value of correlation qualifying it as important is assumed to be 0.7.

Table 3.

The matrix of factor loads for factors describing the determinants of the tourist sector's competitiveness

Factor loads (normalised Varimax)				
Principal components (the loadings are greater than 0.7)				
Variable	F.1	F.2	F.3	F.4
V.1	0.78	0.02	0.23	0.05
V.2	0.69	0.25	0.14	0.14
V.3	0.78	0.08	0.25	0.13
V.4	0.79	-0.01	0.09	0.24
V.5	0.79	0.23	0.18	0.06
V.6	0.71	0.29	0.17	0.24
V.7	0.73	0.14	0.34	0.06
V.8	0.38	0.27	0.06	0.74
V.9	0.15	0.22	0.40	0.61
V.10	0.43	0.10	0.81	0.09
V.11	0.36	0.17	0.81	0.01
V.12	0.21	0.23	0.76	0.34
V.13	0.16	0.56	0.48	0.22
V.14	0.28	0.56	0.59	0.18
V.15	0.05	0.77	0.30	0.27
V.16	0.06	0.87	0.09	0.20
V.17	0.08	0.88	-0.02	0.20
V.18	0.59	0.13	0.44	-0.08
V.19	0.44	0.61	0.23	-0.13
V.20	0.39	0.64	0.22	-0.23

Source: The authors' research.

The values greater than 0.7 and the variables loading the individual factors are shown in bold in Table 3. Factor one (F.1) explicates 46.19% of the overall variance and is represented with six variables, i.e., product brand (V1), infrastructure – the proximity of restaurants, shops, and the like (V4), professional and competent staff (V5), professional standard of tailor-made services (V6), standards of accommodation, catering, and customer services (V7). The second factor (F.2) explains 12.78% of the overall variance and is represented with three variables numbered 15-17, i.e., an environment-friendly catering range of a hotel (V15), the use of renewable source energy by a hotel (V16), an environment-friendly certification of a hotel (V17). Factor three (F.3) explicates 6.85% of the overall variance and is represented with three variables, namely, the option of booking via a firm's website (V10), the option of booking via an Internet service (V11), the presence of a hotel on tourist portals (V12). The fourth factor (F.4) explains 5.24% of the overall variance and is represented with a single variable: anthropogenic qualities (V8).

As suggested by the literature, factor names are to be derived from the names of variables with maximum factor loads or from a shared characteristic. Therefore, the first factor is named 'hotel standard', factor 2 – 'ecology', factor 3 – 'digitalisation', factor 4 – 'anthropogenic qualities'.

This terminology serves to develop a model of competitiveness factors of tourist businesses in the opinions of generation Z, shown in Figure 2.

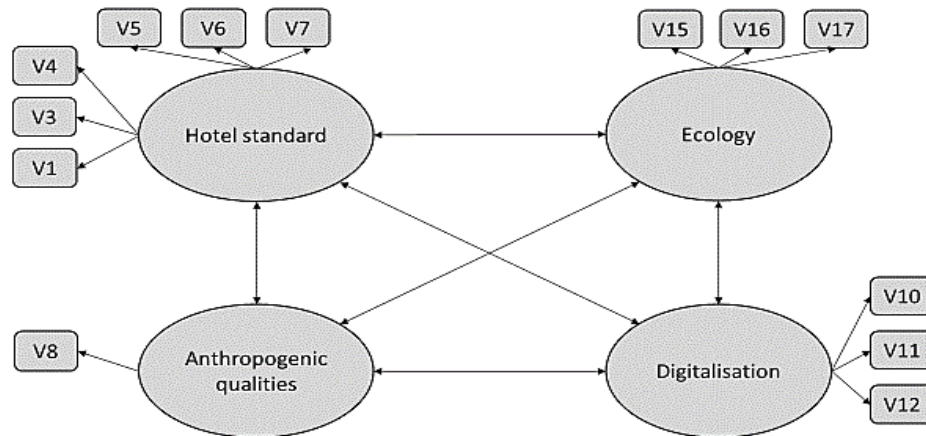


Figure 2. A factor-based model of tourist sector's competitiveness as seen by generation Z.

Source: The authors' research.

The particular observable variables (positions on the scale) are represented with rectangles and the factors with ovals in Figure 2. The causal (regressive) relationships are shown with unidirectional arrows and correlation dependences with bidirectional arrows.

The exploratory factor analysis implies the respondents see four factors influencing the competitiveness of tourist entities, that is, the standard of a hotel, ecology, digitalisation, and anthropogenic qualities. The identified system of factor explains 71.26% of the whole variance, which means the model well matches the reality. The digitalisation factor is loaded with three variables: the option of booking via a firm's website, the option of booking via an Internet service, and the presence of a hotel on tourist portals, evidence of its impact on the competitiveness of tourist businesses. The results imply the hypothesis H, digitalisation is an important factor of tourist businesses' competitiveness, is verified positively.

5. Discussion

The literature review demonstrates most authors focus on studying the competitiveness factors of manufacturing enterprises (e.g. Cao et al., 2022), far fewer on the service sector (e.g. Kempa, 2017) or the customer's perspective (e.g. Maráková et al., 2023). Our results conform with or are similar to those reported by other authors.

An Accenture's investigation (2019) proved socially responsible efforts strongly influence the purchasing decisions of generation Z. S. Narayanan (2022) shows Gen Z values social and environmental CSR and are willing to reward companies with higher willingness to pay for their brands, higher purchase intention and increased brand equity.

Cultural and eco tourism have been studied by I.M. Wardana et al. (2019, where a quantitative approach is used with 147 respondents as sample). The research results give an indication that cultural preservation, natural environment, social environment, and local

community participation are the upmost elements in sustainable tourism development model and destination competitiveness enhancement.

The research by Karabulatova et al. (2021) into 4236 individuals from five countries was intended to study the socio-demographic characteristics of Gen Z and analyse them as consumers on the global travel service market. It has shown modern digital communications facilitate the adaptive transformation of the global tourism industry market to the needs of Gen Z, while the flexibility of the tourism industry to meet the needs of Gen Z allows the management of potential incremental costs to improve overall well-being and strengthen competitive advantage. A ‘model of global market adaptation to Gen Z needs’ is introduced, whose principal objective is to create an effective business model that could provide for the development of the global travel industry through the synthesis of modern digital technologies and social communication.

The tourist behaviour of (working and non-working) generation Z members has been examined by A. Niemczyk (2019). He investigated 610 persons aged 18-24. Pricing is identified as the main factor determining the destination, given the source of financing and the duration of stay (non-workers are sponsored by relatives and pay out of their own savings, staying for between a few days to a week). Travel is often organised on their own, using social media and ITC, among others.

O. Ławińska and A. Korombel (2023) have studied generation Z’s behaviour in social media and expectations of managers’ characteristics and competences. The generation’s representatives as social media users pointed to instant interactive communication as the key reason and benefit. Thus, forming and maintaining long-term relationships with generation Z by means of social media, aware of the generation’s changeable needs, are key to business success. K. Czernek-Marszałek’s and P. Piotrowski’s 2021/2022 study (2022) of 22 entrepreneurs from four sections of the tourist industry (night accommodation, tourist attractions, travel agencies, and MICE businesses) proves the digitalisation processes accelerated by the COVID-19 pandemic fostered the implementation of digital solutions to tourist businesses (including remote working, remote contacts with customers, suppliers, and other partners, technical and technological solutions enhancing public security), which drove enterprise development in diverse ways, e.g. improving the competences of workers and management, higher sales, competitive advantages, and saving resources.

An investigation of 970 generation Z persons by A. Stavrianeai and I. Kamenidou (2021) implies a positive impact of online accommodation booking on their intentions for the present and future stays at a given facility. S. Mohseni and co-authors (2018) note tourist firms’ websites may draw tourists and affect their purchasing decisions. Answers from 409 respondents suggest the attractive websites of tourist operators have a positive impact on their effectiveness.

These results suggest a great diversification of the sources of competitive advantage. One of them is digitalisation, which brings a range of benefits enabling more effective operations, an improved adaptation to customers' requirements, and the creation of unique offers. This is reaffirmed by both our research and the results from other authors.

6. Conclusion

The consumption model of generation Z is strongly grounded in virtual reality and founded upon mobile technologies. Young consumers move around the web freely, treating the Internet as the most convenient and cheapest way of making decisions and shopping by means of their smartphones and tablets.

Digitalisation allows contemporary tourist businesses to reach a wide range of clients via the Internet and social media. Websites, mobile applications, and booking platforms help promote offers globally, enhancing visibility and availability to potential tourists. What's more, state-of-the-art technologies provide for tailor-made customer experience, automation of booking and payment processes, and faster and more effective communication with customers. Those taking advantage of the above factors can gain an edge on the tourist market.

Our results, generated by means of exploratory factor analysis, suggest digitalisation, defined by the option of booking via an operator's website or Internet service and a hotel's presence at tourist portals, is a major factor of tourism competitiveness, thus upholding our research hypothesis.

To sum up, digitalisation can be said to greatly improve that competitiveness, enabling tourist businesses to better adapt to customer needs, allowing for operational optimisation, introduction of innovative solutions, and reaching the global market. A proper use of digital technologies can bring substantial benefits and competitive advantage in the dynamically changing tourist market.

The results may serve as recommendations for managers to identify the crucial competitiveness factors of tourist entities. Using digitalisation as a source of competitive advantage will help the tourism sector not only to attract but also build long-term relationships with generation Z customers.

References

1. Accenture (2019). *Jak kupuje generacja Z. Raport*, <https://branden.biz/wp-content/uploads/2019/04/Accenture-raport-2019.pdf>
2. Almeida, F., Santos, J.D., Monteiro, J.A. (2020). The Challenges and Opportunities in the Digitalization of Companies in a Post-COVID-19 World. *IEEE Engineering Management Review*, Vol. 48, No. 3, pp. 97-103, DOI: 10.1109/EMR.2020.3013206
3. Awamleh, F.T., Ertugan, A. (2021). The Relationship Between Information Technology Capabilities, Organizational Intelligence, and Competitive Advantage. *SAGE Open*, No. 11(2), 15824402110152. DOI: 10.1177/21582440211015201.
4. Blessing, D. (2022). Intellectual Capital Development and Competitive Advantage. *International Journal of Academic Research in Economics and Management Sciences*, No. 6 (7), pp.1-8. ISSN: 2643-900X
5. Cao, C., Tong, X., Chen, Y., Zhang, Y. (2022). How top management's environmental awareness affect corporate green competitive advantage: evidence from China. *Kybernetes*, No.51(3), pp. 1250-1279. DOI: 10.1108/K-01-2021-0065.
6. Cattell, R.B. (1966). The Scree Test for the Number of Factors. *Multivariate Behavioral Research*, No.1 (2), pp. 245-276, DOI: 10.1207/s15327906mbr0102_10.
7. Chu, Y., Chi, M., Wang, W., Luo, B. (2019). The Impact of Information Technology Capabilities of Manufacturing Enterprises on Innovation Performance: Evidences from SEM and fsQCA. *Sustainability*, No. 11(21). DOI: 10.3390/su11215946
8. Czernek-Marszałek, K., Piotrowski, P. (2022). Cyfryzacja w przedsiębiorstwach turystycznych w warunkach COVID-19. Pozytywne i negatywne konsekwencje. *Przegląd Organizacji*, No. 4(987), pp. 3-12. DOI: 10.33141/po.2022.04.01
9. Deep, A. (2023). Role of ict in business management: a conceptual review. *International Journal of Creative Research Thoughts (IJCRT)*, Vol. 8, Iss. 8, pp. 749-756. DOI:10.13140/RG.2.2.16629.14566.
10. Demirciftci, T. (2024), Internet of Things (IoT) in the Tourism Industry. In: C. Tanrisever, H. Pamukçu, A. Sharma (Eds.), *Future Tourism Trends, Vol. 2 (Building the Future of Tourism)* (pp. 49-58). Leeds: Emerald Publishing Limited, <https://doi.org/10.1108/978-1-83753-970-320241003>
11. Dolot, A. (2018). The characteristics of generation Z. *e-mentor*, No. 2(74) pp. 44-50, <http://dx.doi.org/10.15219/em74.1351>.
12. Dresh, A., Collatto, D., Lacerda, D.P. (2018). Theoretical under standing between competitiveness and productivity: firm level. *Ingeniería y competitividad*, Vol. 20, No. 2, DOI: 10.25100/iyc.v20i1.5897

13. Galliers, R.D., Leidner, D.E., Simeonova, B., Agarwal, R., Sambamurthy, V. (2020). Principles and models for organizing the IT function. *Strategic Information Management*. Routledge, pp. 243-260.
14. Ibarra-Cisneros, M.A., Hernández-Perlines, F., Rodríguez-García, M. (2020). Intellectual capital, organisational performance and competitive advantage. *European Journal of International Management*, Vol. 14, No. 6, pp. 976-998. DOI: 10.1504/EJIM.2020.10021761
15. Jayatissa, D. (2023). Generation Z – A New Lifeline: A Systematic Literature Review. *Sri Lanka Journal of Social Sciences and Humanities*, No. 3(2), pp. 179-186. DOI: 10.4038/sljssh.v3i2.110.
16. Kaiser, H.F. (1960). The Application of Electronic Computers to Factor Analysis. *Educational and Psychological Measurement*, 20(1), 141-151. <https://dx.doi.org/10.1177/001316446002000116>
17. Karman, A., Banaś, J., Bronisz, U., Miszczuk, A. (2022). Zmiany klimatu a konkurencyjność regionów. *KPZK*, vol. 14/206. Warszawa: PAN, pp. 31-58. ISBN: 978-83-66847-41-5
18. Kempa, E. (2017). Poziom konkurencyjności na rynku usług turystycznych i rekreacyjnych w Polsce na tle wybranych krajów Unii Europejskiej. *Aurobusy*, No. 6, pp. 1695-1698.
19. Kerdpitak, C., Pungnirund, B., Hotrawaisaya, C., Jariyachamsit, S., Yen, W., Chantranon, S. (2022). Effect of competitive advantage, digital marketing to supply chain management on tourism business performance in Thailand. *Uncertain Supply Chain Management*, 10(3), pp. 721-728. DOI:10.5267/j.uscm.2022.5.003.
20. Kowalska, K. (2018). Konkurencyjność podmiotów sharing economy w turystyce. *Teoretyczne problemy rozwoju turystyki*, No 2(42), pp. 19-27. DOI: 10.18276/ept.2018.2.42-02
21. Ławińska, O., Korombel, A. (2023). *Pokolenie Z jako wyzwanie współczesnego zarządzania przedsiębiorstwem. Relacje, media społecznościowe i crowdsourcing*. Wydawnictwo Politechniki Częstochowskiej. ISBN 978-83-7193-941-9. DOI: 10.17512/CUT/9788371939426
22. Lestari, S.D., Leon, F.M., Widyastuti, S., Brabo, N.A., Putra, A.H.P.K. (2020). Antecedents and consequences of innovation and business strategy on performance and competitive advantage of SMEs. *The Journal of Asian Finance, Economics and Business*, 7(6), pp. 365-378. DOI: 10.13106/JAFEB.2020.VOL7.NO6.365
23. Maráková, V., Wolak-Tuzimek, A., Lament, M., Dzuríková, L. (2023). The competitive advantage of enterprises from the customer perspective. *E&M Economics and Management*, 26(3), 158-175. <https://doi.org/10.15240/tul/001/2023-3-010>

24. Maráková, V., Wolak-Tuzimek, A., Tučková, Z. (2021). Corporate Social Responsibility as a source of competitive advantage in large enterprises. *Journal of Competitiveness*, 13(1), pp. 113-128.
25. Maslova, T. (2020), Ways to increase the competitiveness of enterprises. In: *Sustainable Public Procurement: challenges and opportunities*. Chişinău, Republica Moldova.
26. Mehta, A.M., Ali, F. (2020). Dynamic managerial capabilities, competitive advantage and business performance: an integrative model, literature review and research propositions. *Academy of Strategic Management Journal*, No. 19, Iss. 4. DOI: 1939-6104-19-4-584
27. Moghadasnian, S. (2024). *Tourism 4.0 in Iran: Navigating the Digital Transformation for Sustainable and Inclusive Growth*. Conference: The 13th International Conference on Tourism, Culture and Art. Tbiliseli, Georgia.
28. Mohseni, S., Jayashree, S., Rezaei, S., Kasim, A., Okumus, F. (2018). Attracting tourists to travel companies' websites: The structural relationship between website brand, personal value, shopping experience, perceived risk and purchase intention. *Current Issues in Tourism*, No 21(6), pp. 616-645. DOI: 10.1080/13683500.2016.1200539
29. Narayanan, S. (2022). Does Generation Z value and reward corporate social responsibility practices? *Journal of Marketing Management*, No 38(6), pp. 1-35. DOI:10.1080/0267257X.2022.2070654.
30. Niemczyk, A. (2019). Zachowania turystyczne pracujących i niepracujących przedstawicieli pokolenia Z – wybrane problemy. In: M. Dębski, U. Żuławska (eds.). *Produkt turystyczny. Innowacje-marketing-zarządzanie*. Łódź/Warszawa: Wydawnictwo Społecznej Akademii Nauk. ISSN 2543-8190
31. Niwash, M.N.K., Cek, K., Eyupoglu, S.Z. (2022). Intellectual Capital and Competitive Advantage and the Mediation Effect of Innovation Quality and Speed, and Business Intelligence. *Sustainability*, No. 14(6), 3497. <https://doi.org/10.3390/su14063497>
32. Ordóñez, M., Gómez, A., Ruiz, M., Ortells, J., Niemi-Hugaerts, H., Juiz, C., Jara, A., Butler, T. (2022). *IoT Technologies and Applications in Tourism and Travel Industries*. 10.1201/9781003338611-8
33. Oxford Economics (2021). *Gen Z's Role in Shaping the Digital Economy. Report. Economic Consulting Team Oxford Economics*, <https://doi.org/10.3390/su11215946>, <https://www.oxfordeconomics.com/resource/gen-z-role-in-shaping-the-digital-economy/>
34. Peceny, U.S., Urbančič, J., Mokorel, S., Kuralt, V., Ilijaš, T. (2019). Tourism 4.0: challenges in marketing a paradigm shift. In: M. Reyes (ed.). *Consumer Behaviour and Marketing*. IntechOpen, DOI: 10.5772/intechopen.84762
35. Piotrowska, A. (2019). Konkurencyjność przedsiębiorstw – główne aspekty i uwarunkowania. *Przegląd Nauk Ekonomicznych*, No. 32, pp. 9-21.
36. Piotrowska, K. (2022), *Zoomersi w pracy, czyli jak Pokolenie Z podbija rynek pracy w Polsce*. Warszawa: Cpl, <https://landing.cpl.com/Zoomersi-w-pracy/raport.html>

37. Porter, M.E. (1990). *The competitive Advantage of Nations*. New York: The Free Press.
38. Rula, A., Hamid, A.S., Albahri, Jwan, K., Alwan, Z.T., Al-qaysi, O.S., Albahri, A.A., Zaidan, Alhamzah Alnoor, A.H., Alamoodi, B.B., Zaidan, A.A. (2021). How smart is a tourism? A systematic review of smart tourism recommendation system applying data management. *Computer Science Review, No 39*. DOI: 10.1016/j.cosrev.2020.100337
39. Stankiewicz, M.J. (2005). Konkurencyjność przedsiębiorstwa. In: *Budowanie konkurencyjności przedsiębiorstwa w warunkach globalizacji*. Toruń: Dom Organizatora. ISBN: 83-7285-222-2
40. Stavrianea, A., Kamenidou, I. (2021). Zgodność z transformacją cyfrową w rezerwacji online poprzez wartości doświadczalne pokolenia Z. *European Journal of Tourism Research, No 30*, 3003. <https://doi.org/10.54055/ejtr.v30i.2590>
41. Vîrjan, D., Manole, A.M., Stanef-Puică, M.R., Chenic, A.S., Papuc, C.M., Huru, D., Bănac, C.S. (2023). Competitiveness—the engine that boosts economic growth and revives the economy. *Frontiers in Environmental Science, Vol. 11*, DOI:10.3389/fenvs.2023.1130173, ISSN: 2296-665X
42. Wardana, I.M., Sukaatmadja, I.P.G., Yasa, N.N.K., Astawa, I.P. (2019). Cultural Tourism and Ecotourism Empowerment in the Sustainable Tourism Development and Destination Competitiveness Enhancement. *Journal of Environmental Management and Tourism, Vol. X, No. 4(36)*, 753-762. DOI:10.14505/jemt.v10.4(36).06
43. Wolak-Tuzimek, A., Duda, J., Sieradzka, K. (2021). Sources of competitive advantage of enterprises in selected sectors of the Polish economy. *European Research Studies Journal, Vol. XXIV, Iss. 3B*, pp. 284-298. DOI: 10.35808/ersj/2465