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ABSTRACT

Tourism is one of the most efficient and competitive industries in Croatia. According to the Croatian National Bank (2015), with an income of 7.4 billion Euros in 2014, it contributes 17.2% to the national GDP. From the marketing point of view, it is one of the most crucial images of Croatia internationally. However, for decades tourism in Croatia was marked as “3S” (sun, sand and sea). This means that its competitiveness was based primarily on natural resources. Apart from price differentiation, such positioning has removed the characteristics that differentiate it from other Mediterranean destinations and has resulted in the existing problems of high seasonality, low ROI, low value added, etc.

The major goal of this paper is to analyse the opportunity of increasing the tourism value added by developing food tourism as a special tourist product of Croatia. The research is in line with the goals of the national tourism development strategy which emphasizes the need to create value added to the national economy by valorisation and protection of available resources, market repositioning and new identity creation as well as enabling additional market opportunities for local products. Food tourism perfectly matches these goals.

A pilot research of supply (hotels and restaurants, local tourist associations, souvenir shops) and demand (foreign tourists) was conducted and potential for such development was identified. The gaps in attitudes and opinions between supply and demand of food tourism is analysed and discussed and appropriate marketing activities are suggested.

Keywords: Food tourism, Croatia, marketing, competitiveness

1. Introduction

With its contribution of 17.2% to the national GDP in 2014, which is significantly higher than the EU average and an income of 7.4 billion Euro, tourism represents one of the most important economic activities in Croatia. From the marketing point of view, it represents one of the most crucial positive

images of Croatia internationally. However, for decades tourism in Croatia was marked as “3S” (sun, sand and sea). This means that its competitiveness was based primarily on natural resources. Apart from price differentiation, such positioning has removed the characteristics that differentiate it from other Mediterranean destinations and has resulted in the existing problems of high seasonality, low ROI, low value added, etc.

On the other hand, it has been recognized that the food industry in Croatia, both in terms of natural resources and human resources quality, has a strong and high quality foundation needed to become internationally recognized for its food products. At present the food industry (food and beverage) achieves the highest total revenue and employs the most people in comparison to the manufacturing industry as a whole (Agency for Investments and Competitiveness, 2012). According to Žaper (2004), Croatia is both geographically and culturally divided into three basic regions: Pannonian, Dinaric and Adriatic, which is also reflected in food/cuisine differences. Such a variety in a relatively small area enables the creation of a rich food offer with high availability.

The aim of this research is to analyse the possibility of developing a Croatian gastro/food identity and create an image of Croatia as a high quality gastronomic destination. In this context, we have designed a research that addressed both the supply and demand side in tourism on three different aspects of food as a part of the tourism product:

- food in general,
- local specialty food, and
- food as a souvenir.

2. Literature overview on food and tourism

Global trends impact the possibility for strong and efficient synergy between tourism and the food industry. Eating habits of consumers, particularly tourists, are changing in a way that increasing attention is paid to the diversity of the food offer, the food – health relation and time constraints (the joy of no cooking) (Perkov, 2003). At the same time, we are witnessing the globalization of gastronomy, growth of out of home food consumption and perception of food as a cultural product of a tourist destination.

Taking into account that food represents an increasingly significant sign and symbol of lifestyle, social status and identity of each individual, it becomes understandable that food consumption attracts attention and becomes an important component of the general tourist experience. The local cuisine is therefore often emphasized by various destination management organizations and considered an important part of the tourist destination brand (Okumus et al., 2013). Moreover, “silent export” of food

through tourism and tourist consumption is much easier and more profitable than the classic exports which are often subject to different quantitative and qualitative barriers.

It was not until recently that food was recognized by different stakeholders as an important factor in enriching the tourism product. Food comprises a major part of the tourist travel experience and may function as a destination trigger. If food experiences are positive, tourists are inclined to pay a higher price for a positive experience (Morgan, 2006). According to Bjoerk and Kauppinen-Raeisaenen (2013), food experiences may affect pre-travel behaviour (choice of destination), on-site behaviour (consumption of local food) and post-travel behaviour (sharing with others both positive and negative experiences, and deciding about the next visit). Mišura (2006) recognizes different roles that food can play in tourism:

- It can be seen as a part of local culture which tourists consume;
- It can be used as a part of tourism promotion;
- It is a potential component of local agricultural and economic development; and
- It is a regional factor that is affected by the consumption patterns and perceived preferences of the tourists.

Such reasoning implies the importance of food on both the supply and demand side. Tourists can be motivated to consume local food in order to learn about local culture, to acquire some new exciting experiences, or to enjoy prestige when consuming or bringing home local food specialties as souvenirs. It can be promoted as a differential strength of a tourist destination. Beer (2008) states that food and drinks consumption is frequently the most important part of the destination experience. On the supply side, tourist food demand can help the agricultural and economic development of a tourist destination. It has to be emphasized that the local food supply has to adapt according to tourists' needs and preferences. Their needs and preferences for local food depend on different factors. Mak et al. (2012) identify five groups of factors that influence the local food consumption of tourists: cultural and religious factors, socio-demographic factors, motivational factors, personality and past experience. If the strategic goal is to develop food tourism, all of these have to be monitored and analysed, which for

the time being is not the case in Croatia nor in many other countries.

Research of du Rand and Heath (2006) has identified key barriers in the development of food as an element of a competitive and sustainable tourism product. There are quite a few barriers that can be grouped into three characteristic groups:

- non-existent knowledge of local and regional food potential in general,
- no insight into tourism potential of local food, and
- marketing limitations – financing of promotional activities, branding, promotion of local food restaurants, organization of gastro/food events, etc.

Nevertheless, the same authors claim that food tourism can be an important source of marketable images and experiences for tourists, reinforcing the competitiveness and sustainability of a destination. Both the food and tourism industry benefit from this interaction as local and regional food producers become an important means of selling the identity and culture of a destination. At the same time, it enables food producers to add value to their products by creating a tourism experience around raw materials. According to Meler (2002), the basic idea of food marketing in the context of tourism is to provide tourists not only with food and drinks, but to make them satisfied in sense of quantity, quality, ethnicity and gastronomy with both products and related services.

2.1 Supply and demand for food in Croatian tourism

There is not much research of food supply and demand in Croatian tourism. There are only a few researchers who have conducted, for the most part, partial analysis in form of case studies or covering only micro locations. The most systematic research on food demand of tourists, as a part of a much wider scope project, was made by the Institute for tourism (TOMAS project).

Pranić (2012) states that food, drinks and gastronomy in Croatia in general are still insufficiently presented in both tourism strategy and tourist leaflets and brochures. His research results indicate that foreign tourists perceive the Croatian food offer

as “unimaginative, monotonous and poor”. He discusses the possible reasons for such an opinion and emphasizes the inefficient marketing efforts of promotional campaigns, the next to low level of identity (local food restaurants availability and variety), the inability of food supply subjects to create a positive, exclusive image of Croatian food and the possible inadequate selection of food types and tastes according to tourists’ preferences.

As reported by the TOMAS (2010) research, the major motive for ¼ of the tourists coming to Croatia is passive relaxation (sun, sand and sea). This is followed by fun (44%) as the second primary motivation. Among the three secondary motives, we would like to emphasize gastronomy, which accounts for 22% of the tourist motives for coming to Croatia.

In the national strategy of tourism development in Croatia, by 2020 (MINT, 2013) gastro tourism will be recognized as one of the specific tourist products with a high development potential. The strategy has a goal of development i.e. repositioning Croatia to a fast growing gourmet destination and the following are examples of contemporary efforts in this context. The new booklets on Croatian gastronomy and Croatian wines are available to tourists. In addition, the project on Croatian authentic cuisine launched by the Ministry of tourism will allow interested restaurants to obtain a visible sign if they serve a minimum of 70% authentic local food as proof of quality. The symbol implemented for regional local food of eastern Croatia is shown in Figure 1.

Figure 1 The symbol implemented for the regional local food of Eastern Croatia



Source: Tourist Board of the Vukovar-Srijem County (2015)

2.1.1 Food supply

Research has shown the global trend of increasing interest for local food as a part of the total tourism product. The same is indicated in Croatia. However, despite high quality local food, tourists in Croatian hotels are served 45% imported fish, 44% imported lamb meat, and 52% imported pasta. Therefore, the economic effect of tourism on the local food industry is reduced (Croatian Chamber of Economy, 2015).

The research on food supply in Croatian tourism is scarce despite the above-mentioned global trend. Šverko's (2002) research from the 1990s in Istria (which is the most developed tourist region in Croatia) indicates a rather poor assortment in terms of supply width and depth, with an emphasis on monotonous food offerings in hotels, a weak supply of local specialty food and a discrepancy between tourists' expectations and satisfaction.

Comparison of tourists' expenditures regarding food in Croatia and other competing Mediterranean destinations shows that comparable quality level hotels have comparable prices and effects. However, food supply and consumption out of hotels (restaurants, pubs, etc.) lag significantly with respect to quality, design, assortment and level of service (Cerović, 2002).

Pranić (2012) has conducted a research in 20 local food restaurants (called "konoba") in Split analysing the offer of local (Dalmatian) meals, wines and desserts. Only 29% of all foods offered by these restaurants were mostly or fully local ethnic food, although their categorization implies local food as a major offer.

As a conclusion, we can state that the food supply has a potential, but suppliers do not make sufficient effort in adapting to tourists' needs and preferences. Tourists do not recognize Croatia as a culinary destination (such as Italy or France). The food supply is often more oriented toward international fast food options instead of local specialties.

2.1.2 Food demand

Out of total daily expenditure at the destination (58 Euro), 25% is the food expenditure (9% as a part of standard package - full or half board, and 16% as extra food and drink expenditure). The increasing in-

terest of tourists in Croatia for food can be illustrated by the fact that in comparison to 2007, in 2010 only expenditure for food and drinks has increased by 13%, while all other components of the tourism product (shopping, sports, recreation, culture, fun and others) have decreased. The rough estimations are that food and beverage tourist expenditures in Croatia are over 1 billion Euro yearly (Institute for Tourism, 2010).

However, many Croatian experts (Cerović, 2002; Bošković and Milohanić, 2002) emphasize that this could be significantly higher if the offer was aimed at overcoming the existing weaknesses: low quality of offer, unorganized food imports and simultaneous underuse of local food production and unattractive product design combined with high prices.

Golob et al. (2014) have researched the tourists' satisfaction with different aspects of tourism product in Umag (Istria). Their satisfaction with food was very high: according to the 5-point Likert scale, the quality of food in restaurants was 3.93, the variety of gastronomy 3.92 and the food supply in shops 3.73. These scores (beside the last item) are all above the general evaluation of Umag as a tourist destination (3.89).

3. Research

3.1 Research methodology

The research presented in this paper was conducted during spring (supply side) and summer 2015 (demand side). It consists of two parts. One had the task of supply analysis and was presented in detail at the CROMAR 2015 Congress (Leko Šimić and Hrenek, 2015) and the other was aimed at demand analysis, i.e. research of foreign tourists' perceptions and evaluation of the above mentioned three aspects of food in tourism.

Two structured questionnaires were developed: one for the supply-side stakeholders (hotels and restaurants, local and regional tourist associations, tourist agencies and souvenir shops) and one for the demand side, i.e. foreign tourists. The questionnaires were administered through personal interviews (tourists) and e-mail contact (supply-side stakeholders). All of the questions were designed as closed and a 5-point Likert scale was used for the evaluations.

The supply-side analysis covers the whole of Croatia. Research was conducted in the period April – June 2015. Questionnaires for foreign tourists were distributed and collected in Poreč and Pula (Istria) and Split and Korčula (Dalmatia) in the period June – August 2015.

Table 1 Sample description

SUPPLY-SIDE SAMPLE			DEMAND-SIDE SAMPLE - tourists		
Hotels and restaurants	11	25%	Gender	N	%
			Male	63	54.8
			Female	52	45.2
Local tourist associations	26	59%	Age		
			< 25	15	12.5
			25 – 35	29	24.2
			36 – 50	35	29.2
			51 – 65	26	21.7
> 65	15	12.5			
Tourist agencies	2	5%	Holidays in Croatia		
			First time	35	30.4
			Few times	47	40.9
			Always	33	28.7
Souvenir shops	5	11%	Income in home country		
			Less than average	27	22.7
			Average	63	52.9
			Above average	29	24.4
			Home country		
Germany	22	18.3			
Italy	17	14.2			
Slovenia	16	13.3			
Other	65	54.2			
TOTAL	44	100		120	100

Source: Authors' work

3.2 Research results and discussion

The major goal of the conducted exploratory research was to identify the perceptions of food supply actors on the one hand, and foreign tourists on the other and to compare them in order to identify the strengths and weaknesses of the existing food supply in Croatian tourism as well as the gaps between the supply and demand sides' views and opinions. Food supply was analysed from three different aspects: food in general, local specialty food and food souvenirs. Food in general was described as tourists' overall food experience: restaurants, supermarkets, green markets and hotels, depending on the type of their holiday package. Local food specialties were described as experience of local food consumption either self-prepared or consumed in local specialty food restaurants. Food as souvenir was described as any type of food that the tourists are buying to take home, for either self-consumption or as a present.

The first question in the questionnaire for tourists was to identify their motives for choosing Croatia as a holiday destination. Food and drinks was given as one of the six alternative motives. A 5-point Likert scale was used for evaluation and results are shown in Table 2.

Table 2 Tourists' motivation for choosing Croatia as a holiday destination

Motive	Average score (1-5 Likert scale)
beauty of natural resources	4.80
cultural and historic monuments and events	3.73
health improvement	3.03
sports and recreation	3.04
adventure	2.30
food and drinks	3.26

Source: Authors' work

Obviously, the prevailing perception of sun, sand and sea is still the major motivation for visiting Croatia (4.80), followed by cultural and historical monuments and events, while food and drinks hold the third position but with a relatively low score (3.26). These results might be somewhat biased due to the fact that the research was conducted during the

summer months and in the coastal area only when and where foreign tourists indeed come primarily for the 3S. It is possible that research of low-season tourists' motivations would be somewhat different. However, the relatively high position of cultural and historic monuments and events among the motives for visiting Croatia might open the possibility of "secondary" promotion of local food and drinks by including them in the "cultural package".

In order to identify the differences in food quality perception from the supply and demand side, a comparison of average scores was made. The supply-side stakeholders and tourists were given a 5 point Likert scale to evaluate the tourists' satisfaction with the food offer quality in general. Table 3 shows the average scores of food quality perception for three different aspects: food in general, local food specialties and food souvenirs.

Table 3 Comparison of the supply-side perception of tourists' satisfaction and actual tourists' satisfaction with different aspects of food as a component of the tourism product in Croatia

	Supply-side perception of tourist satisfaction (Mean)	Actual tourists' satisfaction (Mean)
Food in general	4.05	3.51
Local food specialties	4.29	3.45
Food souvenirs	3.57	3.10

Source: Authors' work

Table 4 Tourists' evaluation of different aspects of food supply in Croatia

	quality	price	promotion, information	availability	variety	originality	Total average satisfaction
food in general	3.74	3.37	3.04	4.36	3.88	2.64	3.51
local food specialties	4.45	2.95	2.71	3.27	3.29	4.01	3.45
food souvenirs	4.05	2.68	2.38	2.75	2.95	3.91	3.10
Total average satisfaction	4.11	3.03	2.70	3.48	3.38	3.51	3.35

Source: Authors' work

It is evident that the supply-side stakeholders perceive tourists' satisfaction with all food aspects higher than it actually is. The highest deviation in perceptions was noticeable for food specialties, and the lowest for food souvenirs. Tourists are most satisfied with food in general, while the supply-side stakeholders consider that tourists are most satisfied with local food specialties. Food as souvenir is perceived by both the supply and demand side as the weakest point.

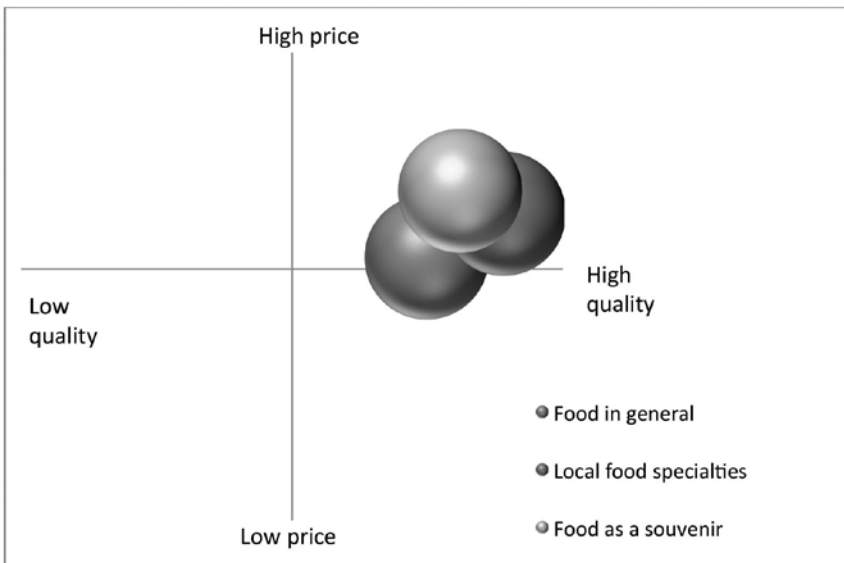
Besides general quality, foreign tourists were asked to express their level of satisfaction with price, promotion, availability, variety and originality of the three above mentioned different food aspects. Their evaluations are presented in Table 4.

Food in general was evaluated with an average score of 3.51 on a scale from 1 to 5. Tourists are most satisfied with its availability and least with its originality. **Local food specialties** were ranked second with an average score of 3.45. Tourists are most satisfied with its quality and originality, and least satisfied with its promotion (information) as well as the price. In fact, the largest gap between quality and price is evident in the case of local food specialties. As for **food souvenirs**, their average score is 3.10 and it is shown that tourists are most satisfied with their quality and originality, and least satisfied not only with their promotion (information) and price, but also with their availability. Generally, tourists are most satisfied with the quality of the food supply (an average of 4.11) and least satisfied with promotion (information) of the food supply (an average of 2.70). The low level of satisfaction with promotion (information) is in accordance with Pranić (2012), who emphasized inefficient marketing efforts in addition to the low level of offer identity (local food restaurants availability and variety) as well as with

Boyne, Hall and Williams (2003), whose research on food promotion in the tourism market shows the non-existent or low-level collaboration between different stakeholders in food promotion. They give the example of the very good, high quality web sites developed by producers or distributors that are not suitably represented on web sites of their respective local tourist boards although they are the point of departure for many tourists researching travel destinations. Also, the research of du Rand and Heath (2006) emphasizes the lack of food promotion as the key constraint in food tourism development.

It can be concluded that the most important strengths of the food supply in Croatia in general are high quality and originality, while the lack of promotion (information) and high price are the greatest weaknesses. From the marketing point of view, promotion and information are the weakest point of all researched aspects of food, while food quality is the strongest. So, there is a good quality product, which, due to inefficient marketing efforts, foreign tourists do not have information about and often miss to add to their total tourist experience. Nevertheless, one has to note that except for quality, all variables of the three different aspects of food were evaluated as average and close to average.

Chart 1 Tourists' perception on quality and price of different aspects of food



Source: Authors' work

To improve competitiveness and gain a competitive advantage in Croatian tourism, besides identifying key advantages of the food supply, it is also necessary to understand the consumers, in this case foreign tourists. It is important to understand how foreign tourists perceive the food supply in Croatia from the aspect of quality and price ratio. The most widely used tool for measuring the way products are positioned in the minds of consumers are perceptual maps which show these perceptions on a graph with axes formed by product attributes (Kardes et al., 2011). Figure 1 shows a perceptual map of tourists' perception on quality and price of three different aspects of food (food in general, local specialties and food souvenirs).

Perceptual map with food supply quality and price dimensions shows that tourists perceive all three aspects of food on a very similar level. In case of food in general, tourists perceive it as high quality food, but less expensive which is the ideal ratio for their satisfaction. The other two aspects are perceived as more expensive and also with higher quality. Food souvenirs are considered to be the most expensive but of lesser quality in comparison to local food specialties. Despite that, conducted research has shown that 70.6% of the tourists already did or intend to buy food souvenirs, while 29.4% of the tourists said they do not have the intention to buy food souvenirs.

Table 5 Major obstacles for positioning of food as a high value added component in Croatian tourism

Obstacles	
No coordination in the food marketing system in tourism	4.21
Low quality of laws and regulations regarding local food supply in tourism	3.98
Low quality or non-existent promotion of local food in tourism	3.98
Lack of financial support for food projects in tourism	3.93
Insufficient food events	3.47
Lack of food information for tourists	3.42
Low quality offer in hotels and restaurants	3.35
Quality of local food products	3.19
Availability of local food products	3.19
Tourists' interest	3.12
Local food suppliers' interest	3.12

Source: Leko Šimić, Hrenek (2015)

As for local food specialties, they are perceived as expensive with the highest quality compared with the other two aspects of food. In order to explore local food specialties more closely, tourists were asked about the approximate percentage of local food specialties they have consumed during their stay in Croatia. The results have shown that 52.1%, i.e. more than half of the respondents have consumed less than 40% of the local food specialties as a part of the whole food experience during their stay in Croatia. Taking into consideration its perceived quality, it is necessary to stimulate the consumption of local food specialties mainly through promotion which is, in the opinion of the respondents, poorly represented.

Table 5 shows the opinions of the supply-side stakeholders on major obstacles for positioning local food as a high value added component in Croatian tourism. The existing fragmented nature of the agencies responsible for supporting destination food marketing and development seems to be one of the major obstacles that discourage an integrated approach to product development and promotion. The other two most relevant obstacles are low qual-

ity of laws and regulations, where the supply-side stakeholders would like to see set rules for the local food supply as well as its encouragement, and low quality or non-existent promotion of local food in tourism. Those obstacles have to be minimized in order to fulfil the existing expectations that are articulated as tourists' and local food suppliers' interest and marked as the least obstacles in the table.

4. Limitations and further research

Despite its potential contributions, this research has some limitations. The first one is the sample size, both on the demand and supply side. The major problem with the supply-side sample is that only hotels and restaurants are probably able to relatively objectively assess tourists' satisfaction and perception of local food. The second one is the geographical area covered on the demand-side (foreign tourists) analysis. It covers two smaller and two larger destinations (Poreč and Korčula and Pula and Split, respectively). It has to be emphasized that all four of them are highly ranked, high quality destinations with numerous tourist attractions and a very complex tourism product. Another limitation linked to the demand-side sample is the timing of the research: it was conducted during summer months when most foreign tourists come for sun, sand and sea, while other interests and motives are less important. Therefore, the research results can only be taken as exploratory, due to the samples' size as well as the non-representative sample characteristics on the one hand, and on the other, due to the nature of the researched destinations as examples of the best practices. The authors' assumption is that the food supply in some overall lower-quality destinations is also more limited and of lesser quality, so that the results would be less favourable. The last but not least limitation is the psychology: researchers have noticed that the tourists' evaluation has been somewhat influenced by the most recent food experiences, although the criteria for the participation in the research was a minimum of a four-day stay in the destination.

Further research should therefore include a much larger and more representative sample on both the supply and demand sides and more destinations in order to cover the different quality of existing destinations. Another idea was to include in the research

tourists from continental destinations and separately analyse the Mediterranean and continental tourism food supply and demand characteristics.

5. Conclusion

This research was conducted with the aim of identifying key issues of positioning food as an important component and possibly a competitive advantage of Croatian tourism. Taking into account the evident global increase of tourists' interest in food as a part of the tourism product experience on the one hand, and on the other, the positive image of Croatian food that was expressed by foreign tourists in this and some other research, we may conclude that there is a strong potential to position Croatia as a value added gastronomic destination. However, the existing fragmented nature of agencies responsible for supporting destination food marketing and development discourages an integrated approach to product development and promotion.

The research has shown that the marketing efforts have been inefficient in promoting the existing high quality products, especially of local food in terms of both food specialties consumed in situ and bought as food souvenirs.

Development of Croatia as a high quality gastronomic tourist destination is a potential not to be overlooked. It is an opportunity to improve the competitiveness of the Croatian tourism product by efficiently minimizing the existing weaknesses – gastronomy is not time-constrained, so it prolongs the tourist season beyond the summer months, it changes the 3S image, it increases value added, and, last but not least, it contributes to agriculture and food production, hospitality and other sectors of Croatian economic growth.

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MOŽE LI HRANA BITI KONKURENTSKA PREDNOST HRVATSKOGA TURIZMA?

SAŽETAK

Turizam je najučinkovitija i najkonkurentnija industrija u Hrvatskoj. Prema podacima Hrvatske narodne banke (2015) s prihodom od 7.4 milijarde eura u 2014. godini, turizam pridonosi sa 17.2% u nacionalnom BDP-u. S marketinškoga gledišta, turizam je najvažniji čimbenik hrvatskoga imidža u svijetu. Ipak, turizam u Hrvatskoj je godinama bio obilježen sa tzv. „3S“ (sun, sea and sand) što znači da je njegova konkurentnost bila primarno utemeljena na prirodnim resursima. Takvo pozicioniranje je onemogućilo njegovu diferencijaciju od ostalih mediteranskih destinacija, osim cjenovne diferencijacije, što je rezultiralo postojećim problemima visoke sezonalnosti, niskog povrata ulaganja, niske dodane vrijednosti itd.

Glavni cilj ovoga istraživanja jest analizirati mogućnosti povećanja dodane vrijednosti turizma kroz razvoj turizma hrane kao posebnog turističkog proizvoda Hrvatske. Istraživanje je u skladu s ciljevima strategije razvoja nacionalnog turizma koja naglašava potrebu za stvaranjem dodane vrijednosti nacionalnoj ekonomiji kroz valorizaciju i zaštitu raspoloživih resursa, repozicioniranje na tržištu i stvaranje novoga identiteta te omogućavanje dodatnih tržišnih mogućnosti za lokalne proizvode. Turizam hrane se savršeno podudara s navedenim ciljevima.

Provedeno je pilot istraživanje turističke ponude (hotela i restorana, lokalnih turističkih zajednica i suvenirnica) te turističke potražnje (stranih turista) te je na temelju istraživanja identificiran potencijal za razvoj turizma. Analiziran je jaz između stavova i mišljenja sudionika turističke ponude i turističke potražnje u turizmu hrane, te su predložene prikladne marketinške aktivnosti.

Ključne riječi: turizam hrane, Hrvatska, marketing, konkurentnost