

**Influence of the Internal and External Environment on the Sustainability of Business in
Egypt' Tourism Industry**

Nermeen Elshahat Nasr

Faculty of Tourism and Hotel Management, Suez Canal University

Abstract

The competitiveness of a tourism business depends on the sustainability of its economic and environmental resources. Business sustainability of services-rendering organizations is one of the major concerns for those at managerial levels world-wide. Tourism businesses are becoming increasingly aware of internal and external environment. As a result, tourism development must be built into the sustainable business development and should be used throughout the tourism business lifecycle. The present study examines the (internal and external) environment which affecting the sustainability of the business in tourism industry to determinate the most successful management strategy .300 questionnaires were distributed to employees of travel agencies in Egypt . Eight hypotheses were formulated and tested using inferential statistics. The results show that business development strategies partially mediates the relationship between the internal and external environment and sustainability of tourism business in Egypt' tourism industry. The study results suggest a development of business values through business development programmers toward sustainable competitive advantage. It is recommended that sustainability of travel agencies operating in Egypt could be enhanced by communicating and managing business orientations through effective learning and development programmers. Tourism service companies will require creativity, and proactive capabilities in their operations and exploring both current and future business opportunities for sustained competitive advantage.

Keywords: Business sustainability, internal and external environment , business development , factor analysis , tourism industry , Egypt

Introduction

The tourism industry is an important industry all over the world, since it employs more than 250 million people worldwide. This industry which includes transport, lodging and catering is expected to increase \$12.119 billion of revenues and 279.346.000 jobs in 2016. The contribution of travel and tourism (T&T) generated(7.2)trillion dollars, which represents (9.8%) of the world's General domestic Product (GDP), additionally, 284 million jobs were funded by travel and tourism in 2017 (1 out of each 11) [1].It is considered as a vital industry having a lot of gains such as development in income, employment, foreign exchange, additional in growth. The United Nations world tourism organization had vision related with forecasting with annual tourism expenditure to shock US\$ 2 trillion and the number of foreign tourists to reach 1.5 billion by 2020) [2].

Tourism Business is a highly profitable segment of the tourism industry and consists of all trips related to the travel of employees or business interests) [3].In this context, a business in tourism industry is composed of complex networks with a large number of resources and co-producing actors delivering a variety of services and products [4].In an increasingly saturated tourism marketplace, the development pf performance of a business operations must be guided by analytic frameworks that focus on the concept of competitiveness) [5].Thus, the combined success of stackholders actors and the entire operation depends on the efficient coordination and integration of companies' resources, capabilities, products and services [6]., as well as a leadership and governance of the country based on close cooperation among all of the agents involved) [7].In the complex system that makes up a destination, sustainability and sustainable development are key concepts in maintaining long-term competitiveness. This idea emerges as an alternative to the traditional neo-classical model of economic development based on economic benefits without taking into account the negative social, cultural, and environmental impacts[8]. Traditionally,

tourism business grew spontaneously without planning and unlimited business development of all economic, social and environmental goods is not possible. Sustainability of business development is an essential typical of a dynamic, evolving system. Business Environment is a significant related factors that have an influence on the organization's performance and the sustainability of business [9]. Almost all of the organization have Internal/external environment.

The term business environment involves external and internal forces, factors and then entities (institution) that are operating beyond companies' control, which affects the functioning of the organization. Changes in the external business environment are unpredictable, vary from destination to another [10].

In Egypt' tourism industry , (internal and External) factors influence often the whole sides of the tourism business , whether the location of Egypt - as a tourism destination , and the tourism market, and (service and/or product) prices,(service and/or product) distribution channel, etc.. For this reason, the subject is to explore the effect of these (internal and /or external) factors on the management strategies of tourism business in the organization. Thus, The business environment and business development sustainability are not mutually exclusive [11]. In Egypt' tourism industry, tourism service companies has been promoted and used as the basic agenda of sustainability of economic business development . Following from this, the pursuit of opportunities within the interplay of sustainability of tourism business development and business operations presented as a major and ongoing challenge for organizations [12].

The aim of this present study is to determine the key factors in achieving the sustainability of a tourism business in relation to the performance obtained. .It explores the significant relationship between the (internal and external) environment and the sustainability of business in tourism industry. It highlights the role of managers and owners in business with the sustainability of business environment and the complexity is the divest of factors and issues in the environment is concerned , thus the greater number of (external and internal) factors that must be dealt with managers and more High intensity differences between these factors, means that increasingly complex business environment is concerned.

So, The objective of the study is: To present the internal and external factors that have the most negative impact on the sustainability of business development in Egypt's tourism industry; to determine the influence of internal/ external factors on the management orientation of the firm. And then, to determinate the most successful management strategy The research study consists of two sections. The first section defines the concepts of both criteria "sustainable business development and the business environment. The second section presents the results of empirical research. The survey tested 300 travel agencies in Cairo - the Capital of Egypt. A methodology based on the opinions of managers and owners of travel agencies (as stakeholders) is developed to determine the environmental factors and performance in business that affecting sustainability ,The survey contains key environmental factors that may influence the management operations in the tourism business of travel agencies. The results indicate that factors from the political and competitiveness have a negative impact on the operations of the company.

Literature Review

Nowadays, the fidelity of change and the wealth of impacting variables from manifold environments globally, all combine to provide tourism business with a multitude of benevolent and malevolent threats and opportunities. All businesses face challenges and threats) [13].

In the tourism industry, business is no longer simply received deposits (capitals) and make loans; as they rapidly operate in an innovative tourism services with a lot of pressure amount for profit which urges them for continuous service and or product development to cross-sell and up sell to satisfy tourists . The survival and development of tourism business sustainability, depends on identifying

and analyzing the business environment to an organization or society and deciding what can or should be done to address and evaluating these issues) [14]. The manner in which a company predicts, estimates and responds to these determinants, often dictates the long-term success and development sustainability of the entity in the tourism business. To adopt efficiency and effectively, a tourism service company must develop means and methods to evaluate the subsequent consequence or impact on it of such environmental factors – both strength and weakness and opportunities and threats [15].

Egypt' Tourism Business Climate

Egypt's tourism industry is the most important in all industries that always generates and add to GDP, also expected to (indirectly and directly) contribute 11,3 % to (GDP) in 2018 [16]. Although the tourism industry is an extremely sensitive activity but also it has a negative impact by important events such as terrorism, political insecurity or any crises happening. Tourism activity has the potential to drive foreign trade, and increase access to international markets and increase foreign investments spur entrepreneurship in all industries with low barriers to entry and spur broader economic development that given the tourism industry strong linkages with other industries, Since most tourist's destination products and services are the result of network-based collaborations among independent service providers service cooperation between suppliers and intermediary tourism companies is paramount for ensuring the consistency of product quality in tourism. Due to this intensified competition the quality of tourism destination products has emerged among the factors that have vital importance for a tourists' destination choice beyond the cost and convenience of travel.

Egypt as a developing country affected by political turmoil which experience a decline in the number of international tourist arrivals and in tourism receipts. It has not been able to shield its tourism sector against the impact of insecurity. This would hold significant challenges potential for tourism businesses in Egypt's tourism industry. since it would signify a decline in the profitability of the tourism business. leading in turn to insolvencies and job losses [17]. (WTCC. 2016).

Egypt as one of best tourist destinations of the Middle East region in general and of Arab countries particularly that are destinations of choice for tourists from around the world. The tourism industry considered as an important source of national income in Egypt. It is rich with abundant historical and archaeological own distinct. Such significant include the mild - climate the nature of a variety stunning the strategic location of distinct and the shores of a long extended between the Mediterranean x making the tourism sector productive and contributed effectively and sufficiency in the national income and economic development of Egypt. The major challenges faces the tourism industry are the economic volatility, competition, and socio-demographic problems which in most cases lead to an increasing in the crime rates but the threat of terrorism remains on an even higher alert.

Egypt' tourism industry witnessed a significant decline after more than seven years of the Arab revolutions because of the insecurity and political disturbances namely in countries as Egypt, Tunisia, Yemen, Syria and Libya, Morocco, Jordan and Lebanon.

In spite of the adverse effects referred to it found that a number of Arab countries in the region have benefited positively from the course of events where the growth of the tourism sector increased to varying clear degrees. Such countries include the United Arab Emirates Qatar and some other Gulf countries. However that growth does not mean be free of problems', although this growth has emerged the signs of failure especially with regard to appropriate services to accommodate those great waves of unexpected arrivals of tourists [18].

Egypt's tourism business was badly hit after the 2011 revolution, though signs of a revival were seen by 2014. There have been further setbacks since, particularly the travel advisory notices issued

by many countries advising against travel to Egypt following the loss of a Russian airliner over Sinai in October 2015. Despite the difficult and challenging outlook, the Egyptian government is determined to get the tourism business back on its feet. The tourism industry is vitally important for the whole country. In 2017, tourism provided 12.9% of direct and indirect jobs, and 9% of foreign currency receipts. With an estimated 6,000 companies involved, the tourism business is also one of most privatized in the economy and continues to be a key economic driver. Achieving a growth trajectory is not an impossible task. The tourism business has overcome big setbacks and with many existing assets, in addition to the prospect of huge investment in new resorts, there is reason for optimism. [19].

Tourism business in Egypt is expected to pick up in 2018. the inflow of tourists decreased by 55% to 6.3 million visitors in 2016. The decline is primarily due to the regional instability and downing of a Russian aircraft in October 2015, which resulted in Russia, along with other European countries, suspending flights to Egypt. Tourism income in Egypt witnessed a 44.3% drop between 2015 and 2016. State led initiatives and commercial factors that are driving growth in the tourism sector includes .The Egyptian Tourism Authority, through a coordinated effort with Egyptian Embassies abroad, aims to target between 700,000 and 800,000 tourists in South and East Asian, Central European and North African countries. Russia, along with Finland, Norway, Sweden, and Denmark, has lifted the travel ban on the Sinai Peninsula, which is expected to gradually draw in more travelers (Russian tourists alone made up approximately 68% of Egypt's tourists in 2015). [20].

The Business Environment

The business environment is an entirety whose dispositions are outside the company and around the businesses concerned. Various studies on the environmental analysis of the entity listed that the environment is a observing, evaluation and dis-semination of info-data from the (internal and /or external) factors of environment to the individual who are key to the company [21].

The business environment is a management instrument to avoid and challenges and consequences and confirm the long-term healthy successful management. Various research studies on the environmental analysis of the companies stated that the business environment is a observing, evaluation and dis-semination of data information from elements (factors) of environment to the individual who is basic mean to the company [22] In other handle ,It is significant circumstantial factors that have affect on the organization's performance . In all economic sectors in all industries , every company has its own internal and external environment[23].

The idea of sustainable development was first proposed by the International Union for the Conservation of Nature and Natural Resources [24]. Some years later, the Brundtland Commission Report defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” [25].

In the field of tourism, different authors have proposed a variety of definitions of sustainability and sustainable development [26], but the most well-known is the definition proposed by the World Tourism Organization [27] establishing that “sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems”. Moreover, [28] analyzes three sustainability traditions in tourism studies: resources, activities, and community tradition, and Ko [29] identifies eight dimensions of sustainable tourism development divided into two sub-systems.

The human system includes the political, economic, and socio-cultural aspects, and the production structure (the quality of services and products for tourism), whereas the ecosystem deals with the

quality of water, land and air, the biodiversity of flora and fauna, and environmental policy and management. Along these lines, considers that the environmental management of a tourist destination should be a source of competitiveness. Likewise, Byrd et al. [30] identified five factors of a stakeholder's understanding of sustainable tourism development: (1) natural resources; (2) planning; (3) economic concerns; (4) educational needs; and (5) awareness of tourism. In this context, the national tourism organization can play a decisive role in achieving sustainable tourism through strategic planning designed to improve performance [31].

The Internal Environment

The company's internal environment is the resources that will determine the strengths and weaknesses of the company. Resources include human resources like experiences, capabilities, knowledge, skill, and judgment of all employees of the company, organizational resources such as processes and enterprise systems, including strategic and corporate strategies, structure, culture, management material purchase, production /operations, finance, research and development, marketing, information systems, and control systems), and physical resources such as equipment, geographical location, access to the tourism market, distribution channels and technology networks) [32]. If the tourism service company can optimize the use of these essential resources, above the half resource gives tourism companies a sustained competitive advantage

The external business

The definition of external business environment refers to an aggregate environment that may have a direct / indirect effect on the firm's performance. It can also be defined as a group of external factors, such as and demographic factor, political factors, economic factors, and legal factors and social factors, technical factors, which cannot be controlled and which influence the firm effectiveness and efficiency. [33]. The success and sustain of any firms depends on its economic business environment.

The Economic Environment

The main factors affecting the economic environment are economic volatility, exchange rate, telecommunications services cost, economic situation and factors such as oil and energy prices, transportation costs, quality standards, the influence of the capital market, central bank etc... [34]. The economic situation of the nation refers to a set of economic factors that have a major influence on the firm's operations. This includes the Gross Domestic product (GDP), the market of products and services, foreign exchange reserves, the growth of foreign trade, the availability of capital, the power of capital markets etc. [35].

In Egypt's tourism industry, the economic situation of the country has an impact on patterns of travel consumer spending. In Egypt, high levels of unemployment and high interest rates reduced consumption of non-essential products and services.

Social environment

Social environment includes social factors such as literacy and traditions, and values, and customs, and beliefs, and life expectancy, etc... Values and Social structure of the community has an important influence on the company's functioning [36].

Political environment

Political environment includes the political instability, government policy, the attitude towards the business community, trade unions, etc... All these aspects have an impact on the design of sustainable corporates strategy. The stability of the government will also send a signal of strength

and confidence to potential investors. In tourism Business, political factors influence the business are very significant. in tourism industry .all firms must obey the law, and managers need to recognize how upcoming laws will affect business. [37].

Technological environment

Technological environment includes applications, techniques and methods and approaches adopted for production of services and / or and their distribution channels . Technology is a major factor in sustainable economic development. In Egypt's tourism industry, in business operations , due to the advancement of local and international communication, the growing economic inter-dependence of Egypt as a tourism destinations - as well as very shortages of essential; natural resources, transfer of information technology has become a major pre - occupation.

For this reason, it is very serious for firms in tourism business to keep up to be available with these changes, not only because it will enable innovative new products, but will also give them a sustainable competitive advantage. [38]

Legal environment

The legal environment is derived from the political situation in the country and has three dimensions: the laws in the country, the laws of the foreign market and international laws. The basis of all commercial activity is a contract. [39]

The purpose of the contract is to determine rights and obligations of the parties. In this way, the possibility of conflicts between parties is reduced. In the context of international business, which brings a number of threats and challenges , the contracts assume a key role in, for example, travel agencies and , airlines etc.,.

Demographic factors

There are many demographic factors affecting business in tourism business such as : structure of population, and age structure income and , geographical area, ,and changes in the size ,etc. These factors can be presented as a range of properties that are used to determine travel consumer preferences. Many companies identify their key travel consumer (travelers) through the analysis of these traits. Then they target travel consumers with similar characteristics through advertising and promotions. Targeted consumers with similar demographic characteristics help the firms in tourism business exceed its sales and profit. [40]

The Influence of environment Factors on Tourism Business sustainability In Egypt

In tourism business , understanding the (internal and external) environment , whose inclination factors are inside and outside the tourism service company and around its businesses , is very vital for a business development sustainability . The variety of these internal and external environment will also impact on the effort of knowing the major factors that determine the success of the tourism service company's performance.

Internationally, governments foster both achievement and growth rate of sustainability in tourism business development (e.g., United .Nations Sustainable Development Goals), by creating tools for world-wide impact to reconcile business

Moreover, Environment is an important contextual factors that have an influence on the company's performance and there are gaps between the business development in sustainability and the reality of tourism businesses actually developing and implementing business environment in practice[41].Relating to the sustainability of tourism business environmental aspects, tourism services company will grow if the (internal/and external) environment such as policies and, laws and regulations or helpful macro-economic environment is well adopted and managed, a business environment that is steady and predictable and stable, the data information about the tourism market

is accessible, as well as, Social community can encourage and reward the successful of tourism business performance. In addition, characteristics of the manager / owner, the characteristics of the company, the (external) business environment needs to be analyzed that aims to identify the opportunities and threats and weakness and threats in the company and the impact of economic volatility and social policies have a direct impact, positive and significant impact on the sustainability of business development and business growth strategies; Also, The characteristics of the whole sides of the company, and the impact of social and economic policy has a direct negative impact on business development strategy Thus, Business development strategy have a direct impact, positive and significant impact on the tourism service company's growth, and prodigality and sustainability [42].

In the internal business environment consists of structure, culture, resources. Thus, These business environment needs to be analyzed that aims to identify the strength and weakness in the company. In the internal environment, the structure is the way how the company in running the company as a process of network and communication, authority and work-flow. The other-side of the structure is also seen as the chain of command and depicted graphically using company charts. While the external environment, culture is a pattern of traditions, customs, beliefs, expectations, and values that are shared by members of the company. Furthermore, the resource is an asset which is the resources for the services of the company. These assets can include an employee's expertise, capabilities, and managerial talents facilities in the functional areas. [43]

The internal environment is associated with strategic management and sustainable business development. In addition, the internal environment can be changed and controlled through the strategic management (business development and planning of business operations. Internal environment factors are firm's management, firm's entrepreneur orientation, firm's culture, firm's structure. Professional experiences and Knowledge, and labour force capabilities – an important factor for a firm's success. Thus, staff training program is an important aspect of successful business management. The success of any firms in economic industries depends on the ability to adapt to the sustainable business environment in which it operates. All these issues represent external environment factors which difficult to be controlled by the firm. Therefore, if the firm wants to sustain its business, it must adapt to changes and focus on sustainable business development [44].

Tourism service company ability to compete in the era of competitiveness is determined by the full support of the government. Fully support does not mean the government to intervene directly in all aspects of tourism business, but rather in the form of forming a supportive business environment sustainability so that companies are able to achieve optimal performance. But in its business development, found many companies experiencing problems.

Many critical issues faced by tourism companies from external factors, that services tourism companies have some weaknesses and problems, namely: [45]

Fully Not Conducive Business Climate

Government policies to tourism service companies, although from year to year continue to be refined, but have not been fully conducive. This can be seen, among others, still the occurrence of unfair competition between small tourism companies with owner. Most of the services of tourism industry have traits or characteristics of services with a short life-time.

Limited Tourism Market Access

Limited tourism market access will cause the resulting service / product cannot be marketed competitively in both national and international tourism markets.

Infra-structures Limited Business in Tourism Industry

The decrease of information relating to the progress of Information Technology(IT) , leading facilities and infrastructure that they have also quickly developed and less support their growth as expected.

Implications of Governmental Self-sufficiency

With the enactment of Law No. 7 Year 2014 on Investment, local authorities have the independence to organize and manage the investments in tourism industry. This system change will have implications for companies in tourism businesses in the form of new levies imposed on established firms. If this condition is not immediately addressed it will reduce the competitiveness of tourism services companies. Besides, the spirit of regionalism excessive, sometimes creating conditions that are less attractive to employers outside the region to expand its business in the area.

Service / Product properties with Lifetime Short

Most of the services of tourism industry have traits or characteristics with a short lifetime.

Meanwhile, companies in tourism business have some weaknesses and threats , namely

Lack of Capital;

Difficulty in marketing in tourism market ;

Competition is tight;

Lack of tourism expertise .

For this reason, the superior number of (internal and /or external) elements (factors) that must be deal with managers and stakeholders . Given the complication of the business environment makes the top level manager becomes tougher to make certain changes in strategic management depth, so it tends to do some of measures.

Hypotheses

H1: There is a significant positive effect between sustainability of Business Climate and strategic management for sustainability of the travel agencies.

H2: There is a significant positive effect between sustainability of Competitiveness and strategic management for sustainability of the travel agencies.

H3: There is a significant positive effect between sustainability of Business quality and strategic management for sustainability of the travel agencies.

H4: There is a significant positive effect between sustainability of economic factor and strategic management for sustainability of the travel agencies.

H5: There is a significant positive effect between sustainability of political factor and strategic management for sustainability of the travel agencies.

H6: There is a significant positive effect between sustainability of Social factor and strategic management for sustainability of the travel agencies.

H7: There is a significant positive effect between sustainability of Demographic factor and strategic management for sustainability of the travel agencies.

H8: There is a significant positive effect between sustainability of Technological factor and strategic management for sustainability of the travel agencies.

Methodology

In this present study , general focus has been made on the general concepts of environment factors an strategic management . identification has been done with the research study of literature review . A questionnaire was developed after the identified environment factors affecting the business in

travel agencies. A factor assessment can be done with the aid of Statistical analysis; ANOVA analysis and t-test were used. Factor impact response could be planned on the basis of the outcome of the present study. Negative impact control is the last step in the process of strategic management. Remedial measures to be suggested and the present data to be recorded for future reference

Questionnaire Structure

The questionnaire was tested with a pilot survey for clarity, ease of use, and value of the information that could be gathered. The questionnaire survey is divided into two sections.. The first Section consists of general and organizational information like Age, Gender, type of tourism activity, experience, , the province in which the tourism business was situated, the educational level of the managers , the method of determining and evaluating factors , and the key dimensions/ factors considered important when determining problems or situation etc...

And the second Section consisted of the statements related to environment factors intensity. Care was taken to ensure that the statements covered all the environment categories identified in the literature. Organizational factor (Business Climate) (based on management literature) not normally found in international case studies on environment factors were also included.

The questionnaire measured the importance (i.e. the weight) each respondent attached to each risk dimension identified.

Environment Rating

A Likert scale of 0-5 was used in the questionnaire. A Likert scale is a type of psychometric response scale often used in questionnaires, and is the most widely used scale in survey research. When responding to a Likert questionnaire item, respondents specify their level of agreement to a statement. The scale is named after Rensis Likert, who published a report describing its use[46] . The respondents were required to indicate the relative criticality/ effectiveness of each of the probability of environment factors and their impact to the strategic management .The purpose of the survey, using a structured questionnaire, was to discover what the respondents considered to be negative factor on a descending Likert scale: extremely high important (5), high important (4), moderate important (3), low important (2), and extremely low important.

The questionnaire is seek the external and internal factors associated with business in the tourism industry and how the owners and managers of the travel agencies rate the identified these major factors in respect of impact to the tourism business[47]. A descriptive analysis was collected on all the valid data to determine the mean impact rating and standard deviation for the responses to all the statements in the questionnaire. Using the descriptive analysis made it possible to identify and distinguish between significant and insignificant environment factors [48].

Databases

To carry out the study, a stakeholder survey was conducted in Cairo the Capital of Egypt , Databases of the travel agencies were used, as they represent the interests of most entities in Egypt's tourism industry .The target population of this study include owners and managers (as stakeholders) of the travel agencies, during the period survey on Jan. to March 2017. Approximately 300 of the responses received that were randomly requested. For a population size of 259, overall 41 questionnaires were returned that equates with a response rate of 19.17 %, which is considered satisfactory for this type of survey and could be used for analysis.

Items to measure the business environment

As of now compared with other industries the tourism industry suffers a long-lasting lack of no past experience in similar business , though unskilled employment are available in large amount from

different part of the country. In some companies the problem of improper management planning and budgeting, poor relation with government departments, lack of team work, change of top management etc. To overcome these problems, those factor must be identified and reduced to solve the problem.

Variables to measure are given below

Internal Factors (Business Climate)

Lack of Team Work

No Past Experience in Similar business

Improper business planning

Change of top management.

Sub-assistance related problem.

Poor relation with partner.

Poor relation with government departments.

Internal management problem.

Services properties with Short life time

Lack of Capital;

Improper business management budging

Difficulty in marketing;

Competition is tight;

Difficulty of resources;

Lack of technical and production expertise;

Lack of managerial skills (HR);

Lack of knowledge in management issues, including finance and accounting

Statistical Techniques Used

Descriptive analysis (Mean, Standard Deviation),

Differential analysis (t-test and ANOVA)

Mean (M) The mean of a distribution is commonly understood as the arithmetic average. It is perhaps the most familiar, most frequently used and well understood average.

The mean of a set of observations or scores is obtained by dividing the sum of all the values by the total number of values. The One-Way ANOVA procedure produces a one-way analysis of variance for a quantitative dependent variable by a single factor (independent) variable. Analysis of variance is used to test the hypothesis that several means are equal. This technique is an extension of the two-sample test

Table 1.Descriptive statistics –Arranged in high to low sequence of Sustainability Of Environment Factors

Items	RANGE	MEAN	Std DEVIATION
F1: Business Climate Factor		3.53	0.95
Quality of Services	0.705		
No Past Experience	0.736		
Improper business planning.	0.855		
Lack of Capital Resource	0.651		
Services properties with Short life time	0.834		
Lack of managerial skills	0.751		
High turnover	0.753		

Lack of quality service	0.672		
Change of tourists needs	0,756		
Change of top management	0.735		
F2:Competitiveness		3.85	0,91
The range of tourism services belonging to competitor	0.801		
Low Prices of competitors tourism services	0.901		
Difficulty in marketing	0.651		
Long Distance from competitors	0.673		
Too high prices of tourism services	0.841		
Difficulty of resources	0.653		
Working point location (Tour-business)	0.431		
F3:Enveronmental Factor		3.33	0.87
Diseases	0.553		
Fire	0.436		
Natural disasters	0.713		
Air pollution	0,645		
Noise pollution	0,843		
Water pollution	0.733		
F4:Economic Factor		3.80	0.71
Increase in fuel cost	0.832		
Decrease in individual income	0.819		
High Cost of transportation	0.835		
High Interest rates	0.653		
High Currency fluctuations	0.543		
F5 : Political And Security Factor		3.73	0.91
Political Turmoil	0.730		
Wars	0.630		
Terrorist activities	0.843		
Political instability in and outside Egypt	0.721		
Legislation Policies	0.355		
Airport safety and security	0.946		
Airlines Safety	0.853		
Railways Safety	0,832		
Road safety	0.839		
F6:Social Factor		3.34	0.71
Increased competition	0.738		
Stress	0.675		
Reasons	0.754		
Decreasing leisure time	0.644		
Urbanization	0.560		
Crime	0.595		
F7: Demographic Factor		3.34	0.73
Aging tourist markets	0.762		
Image of the country Image of the	0.373		

country			
Gender	0.353		
Professionals	0.361		
F8: Technological Factor		3.38	0.67
Technological changes	0.721		
reservation systems-	0.965		
Lack of technical expertise	0,881		

Table 2. Statistical Analysis

NO.	Variables	Mean	Std. Deviation
1	Business Climate	3.53	1.565
2	Competitiveness	4.83	1.855
3	Environment	3.66	1.387
4	Economic	2.42	1.166
5	Political	2.86	1.134
6	Social	2.66	1.143
7	Demographic	3.56	1.364
8	Technological	3.81	1.263

Analysis Results

In the case of business environmental factors ,

Business Climate Factor scored (3.53 ± 1.565) Competitive Factor scored (4.83 ± 1.855)

Environment Factor scored (3.66 ± 1.387) .

Economic Factor scored (2.42 ± 1.166) .

Political Factor scored (2.86 ± 1.134) .

Social Factor scored (2.66 ± 1.143) .

Demographic Factor scored (3.56 ± 1.364) .

Technological Factor scored (2.86 ± 1.134) .

Political Factor scored (3.81 ± 1.263) .

In the case of competitive element in external business environment , Change of this factor has high mean value hence it stands in ranking one that means its severity is very important .

Results of (ANOVA) for background of Role in the tourism field

Eight factors were identified with less than 5% significance, to have been perceived differently by at least one group of the respondents based on their role in the construction field. These factors are R1, R2, R3, R4, R5, R6, R7, and R8 .

Survey Method

The respondents tested were therefore not expected to be biased towards one particular sustainable environment factors of the climate of tourism business in Egypt's tourism industry.

The distribution of the sample- as measured over all eight factors of tourism business is analyze in table (1).

The respondents is thus, as indicated below, a rationally respectable illustration of the environment of tourism businesses of Egypt' travel agencies.

Statistical Method

To analyzing the shared data, basic analysis (SPSS .18) were used for the further analysis The elements analysis was used to identify internal and external environmental factors of tourism

business through a group of qualities. The sphere analysis included a variation with standardization 2. Added analyses used an analysis of adjustment (ANOVA) to define whether the acting answer of the numerous tourism businesses answers differed from each other.

Table 3: Analysis of variance

VARIABLE	SS	DF	MS	SS error	DF error	MS Error	F
Business Climate	7.875	7	1.334	131.4325	187	0.34579	3.8
Competitiveness	8.654	7	0.358	135.5226	181	0.83452	4.7
Environment	6.479	7	0.564	123.1326	165	0.74651	3.5
Economic	3.435	7	0.491	156.3403	188	0.45324	3.7
Political	3.765	7	0.643	123.589	187	0.67584	4.8
Social	3.145	7	1.564	132.7887	177	0.76854	1.7
Demographic	5.165	7	1.245	151.5455	174	0.713253	2.5
Technological	3.897	7	1.4231	153.5125	176	0.82134	2.9

P < 0.05

Results

Factor Analyses

The eight statements in the structured questionnaires based on the eight environment categories in (Table 1) were subjected to a factor analysis to identify the various environment categories and the items that defined them .

There is a positive significant relationship between environment factors and sustainable business management of the travel agencies in Egypt' tourism industry . .

Bartlett's test of specificity yielded(p - values) of (0 < 0x001)which defines that the correlation structure is valid for segment analysis of the data collected .

Eight factors were recognized accounting for (74 %) of all variances . All these factors had relatively high reliability coefficients ranging from (0.30) to (0.95). Although a reliability coefficient of (0.30) is low as there are only three elements included in each factor, all other reliability coefficients were above (0.75) (one factor) and the other seven were equal to or greater than (0.90). This indicates that overall except for Factor two (competitiveness) the results are reliable .The average inter-item correlation coefficients with values between (0 .35) and (0.95) also imply consistency for all variances. Additionally , all segments loaded on a factor with loading greater than (0.1) .

Relatively, the results of the factor analysis show the importance of the internal and external environment to the sustainability of business's in travel agencies by means of the Pasic Value for each factor. A higher mean value point toward a higher perceived element . Within each environment factor the items as an element were ranked in order of the strength of sustainable relationship between the item and the factors from high to medium or low important by means of the factor loading . The importance of perceived item increases as the value of the factor loading increases. Six of the eight environment factors are external factor, and three namely business climate, and competitiveness are external environment factors. The results shown in Table (2) reveal that the internal factor with the highest mean values are: competitiveness factor and Political factor (4.7)and (4.5) .This is not surprising seeing that these are all external factors over which managers and owners have no control . However an analysis of these two environment factors makes it clear that competitiveness factor and political and security factor involve aspects that influence accessibility such as basic business management and marketing management . political and security involve considerations such as the Inflation rate exchange rate and personal security Many of these are within the ambit of the Egyptian government Even the first-highest rated

factor political factor are influenced specifically by the Egyptian governments policies and implications .

Based on consideration of the study, this study a descriptive research study .

Descriptive research study is research that focus on obtaining descriptive of the characteristics of variables. Verification research is research that aims to determine the causal relationship between the variables through a hypothesis testing. The concept of a descriptive study conducted to test the truth of a hypothesis by collecting various secondary data sources and take advantage of the available literature on the effect of external factors Influence and Its Implication to Networking Industry Performance Small and Medium Enterprises (SMEs). Results of this paper with descriptive analysis.

This study presents the results of variables in two sections. The first discusses the results of the (internal and external) environment factors analysis of tourism business of travel agencies in Cairo, Egypt , and the second uses (ANOVA) to compare the importance of the identified Factors for the sustainability of tourism business of the tourism industry.

The eight statements in the structured questionnaire based on the eight internal and external environment factors in (Table 1) , were exposed to data analysis to classify the various environment factors that affect the sustainability of tourism business .

There is a significant effect between eight environment (internal and external) factors and the sustainability of tourism business the travel agencies in Egypt .

There is a positive significant relationship between environment factors and sustainable business management of the travel agencies in Egypt' tourism industry . .

Major Test of detailed conceded (p - values) of ($0 < 0,001$), which describes that the (correlation structure) is valid for elements analysis of the group data collected.

Eight environment factors were documented, accounting for (71 %) of the total variance. Relatively , all these environment factors had high reliability coefficients, ranging from (0.25) to (0.85). Although a reliability coefficient of (0.25) is low, all other reliability coefficients were above (0.65) just one factor and the other seven factor were equal to or greater than (0.85). This indicates that, overall, except for Factor two (competitiveness factor), and Factor five political and security which the results are reliable.

Relatively, the results of the factor analysis show the importance of the internal and external environment to the sustainability of business's in travel agencies by means of the Pasic Value for each factor. A higher mean value point toward a higher perceived element . Within each environment factor the items as an element were ranked in order of the strength of sustainable relationship between the item and the factors from high to medium or low important by means of the factor loading . The importance of perceived item increases as the value of the factor loading increases. Six of the eight environment factors are external factor, and three namely business climate, and competitiveness are external environment factors.

The results of the factor analysis show the relative importance (very important) of the internal factor with the highest mean values are: competitiveness factor and Political factor (4.7) and (4.5) to sustainability of business in Egypt' tourism industry. This is not surprising seeing that these are all external factors over which managers and owners have no control . However an analysis of these two environment factors makes it clear that competitiveness factor and political and security factor involve aspects that influence accessibility such as basic business management and marketing management . political and security involve considerations such as the Inflation rate exchange rate and personal security Many of these are within the ambit of the Egyptian government Even the first-highest rated factor political factor are influenced specifically by the Egyptian governments policies and implications .

Discussion

The study contributes to determining the environment factors in the sustainability of a tourism business explaining 74.62% of the variance, similar to the key elements of tourism performance proposed by Assaf and Josiassen [50].

The aim of this study was to elaborate on the environment of business and to investigate the environment factors of business in Egypt's tourism industry ..

Based on the literature study, the results of this research study demonstrate that the (internal and external) environment factors have a direct impact on the sustainability of business in tourism industry .In their drive to deliver quality of services and develop value in their businesses , tourism service companies face an array of Internal and external environment - as described above.

In the Egyptian context, internal and external environment, have emerged as the most significant ones according to the perceptions of tourism practitioners. All the leading travel agencies which were surveyed had strategic management and business development strategies - as an integral part of the company's business operations .The feedback from the practitioners in Egypt 'tourism industry clearly showed that there is significant homogeneity in the drivers and types of external and internal environment at the assessment stage of the strategic management process. Thus, a framework for these environment factors identification, which could be used across the tourism industry, has been proposed in this study. However, a marked deviation was noted in the outcomes of the evaluation of the internal and external environment and the strategies in recommendations adopted to deal with them – not just between different travel agencies, but even at an owner-ship level within the same tourism company. Further, the participation were not amenable to discussing the details of the tourism development strategies adopted by their travel agencies due to the highly sensitive and confidential nature of the information.

The stages of the strategic management process such tend to be highly unit specific and confidential. Hence, it was thought best to focus on presenting a comprehensive template for sustainable tourism development identification for use with that part of the strategic management process that tends to be more commonly applicable across.

Conclusion

Over the last decades, tourism has experienced “sustainable.growth”and.deepening diversification to become one of the fastest growing economic sectors worldwide.

Sustainability and environment (internal and External) factor are key aspects in managing and maintaining the competitiveness of tourism business . This study identified the sustainability environment factors of a tourism business characterized by the differentiation of the offer and high demand. The data were collected through surveys administered to mangers and owners of travel agencies because this method is widely used in research study about tourism business and provides successful results. The factors obtained were related to the performance of the business in tourism industry by means of analysis.

In Egypt, tourism is the second significant industry after the oil and industry. It has been considered as one of the main requirements of Egypt; that is why, it seems necessary to explore the (internal and external)environment that may effect the sustainability of tourism business of the travel agencies in Egypt .

In Egypt, the tourism industry is considered as the basic principal of revenue, jop occupancy , and growth of the tourism sector and sustainable development of the business structures. Accordingly, the improvement of the corporate and strategic management becomes essential.

It is difficult to analyse the internal and external environment in the tourism service company and its impact on sustainability of tourism business .

According to the works analysis published on a study subject it is possible to draw a conclusion that, the strategic management in tourism business, the insufficient attention is paid to one of basic management elements

This study contributes to the field by being one of a handful of studies looking at business environment seriously , identifying the internal and external environment factors and obtaining insight into how the tourism businesses (the supply-side) affect .

It indicated that management in tourism industry is a complex issue, with internal and various external environment factors that of tourism business ,

This study note presents the results of an empirical analysis aimed at substantiating a model of corporate management in tourism business activity for te sustainability of tourism business . The main sources of information and data are from the specialized literature and from empirical study.

The results of the environment factor analysis identified eight factors, one of which are internal and the seven are external.

The literature review revealed that business development management in tourism business takes place reactively for the sustainability .

As a consequence, reinforcing any of the environment factors results in developing the business of the travel agencies .

This study found that the importance of environment factors differs for various activities of the tourism business . This requires further efforts, as not all the tourism service companies were addressed in this study, and corporate strategies on how to deal with these factors would also differ. To be successful, organizations in tourism business have to proactively evaluate the opportunities and threats before them in light of their strategic objectives and take calculated (internal and external)factors rather than merely respond to threats situations as and when they arise .

A good strategic management program effectively incorporates adequate measures and monitoring methods on a sustainable, consistent, efficient, and transparent basis and includes threats reporting which is a statutory requirement in the travel agencies in Egypt. It has, therefore, become imperative for owners and operators of the travel agencies to adopt a holistic, long-range, systemic and systematic approach to strategic management, compliance and governance.

This would create an embedded culture of threat awareness and management within the travel agency and would go a long way in both reducing the likelihood and impact of adverse factors making tourism business more resilient to unexpected or unidentifiable threats .

Strategic management could be considered as a useful tool to minimize the negative impact or maximize the benefit to the individual business in tourism industry, its owners and the industry as a whole.

Based on the results of the research study and some empirical evidence recommends that the impact of internal and external factors on the sustainability of tourism business through the competitiveness

Recommendations

Based on the literature study, the results of this study demonstrate that the internal and external environment has a direct effect on sustainability of tourism business. If the tourism company is capable to regulate to their internal environment and the external factors that facing the tourism company's performance and efficiency will be better. In addition , tourism companies that successfully line up its business development strategy with the internal and external environment it faces will show the best performance than tourism companies that are less successful arrange in a business development strategy. Furthermore, competitiveness among tourism companies needs to be reviewed in terms of the number of interactions made, intimacy between these entities in the business agreement . Proximity and Closeness seem to be very significant among the various

standards of tourism companies and even have a significant influence on the overall performance of the tourism company.

The study results suggest a development of business values through business development programmers toward sustainable competitive advantage. It is recommended that sustainability of travel agencies operating in Egypt could be enhanced by communicating and managing business orientations through effective learning and development programmes. Tourism service companies will require creativity, and proactive capabilities in their operations and exploring both current and future business opportunities for sustained competitive advantage.

Egypt 'tourism industry, like any other component of the economy, is subject to various challenges which can impact on the sustainability of tourism company.

Therefore, it is suggested to strengthen the economic factors.

To Reinforcing the political relationship to mitigate the political threat and improve the tourism and entrepreneurship.

To reinforcing the economic factors

Investing and developing the entertainment facilities based on the global measures which reinforce the tourism attraction and travel facilities of Egypt as a tourism destination .

Providing the financial facilities for the tourism companies with low interest .

Decreasing the inflation rate and increasing the economic sustainable developments have provided the opportunity for using the entertainment facilities.

Some of the special departments, such as the airlines and the transportation companies might be assigned to the private sector to provide a more competitive situation.

By privatizing the management of these departments, the tourism industry grows and the positive consequences emerge.

Tourism companies must take a long-term plans through strategic management to pass this critical period , maintain sustainability of its tourism business and reboot the Egyptian tourism industry once the situation is normalized should be aimed at four key stakeholders: tourists, the media, tourism businesses, and the Egyptian governments.

Modern Tourism Business Environment

Tourism operates within an intensively competitive global tourism market environment where marketing and promotional costs are universally high, top skillmangement are required, and an integrated approach can add leverage and value in strengthening competitiveness . The abilities to compete successfully in this environment depend on local capacities, capabilities, and resources

Tourism is a unique service industry . To be effective and competitive, it requires the ability to act nationally to lead, plan for, and organize the sector, to act internationally in mining and winning the markets/ customers for tourism and in establishing the image and brand of Egypt. It also needs to be able to reach down to the local level, as all tourism at the point of delivery is intensely local.

Tourism Competitiveness Framework and Measurement

National competitiveness is a key element in the business environment. Where it is achieved, it supports business and opportunity creation, employment creation, and economic and sectoral growth. Where it is not achieved, it slows or diminishes growth to various levels of severity. Competitiveness is a core issue for tourism and for every individual business.

Sectors and businesses can only be competitive within what they themselves control. National governments have a much wider span of issues to consider, and the policies of government directly affect competitiveness in a positive or negative way.

Tourism is dynamic, global, and networked for all countries and destinations. Consequently, all countries and businesses must consider their tourism competitiveness in a global context. Sustainable growth in tourism without competitiveness is impossible. Because of the rapid dynamics of tourism competitiveness, concerns are constantly present, and the shelf life of competitiveness is shortening all the time. Positive elements of competitiveness become devalued over time, as well as by changing circumstances, so it needs constant management. While Egypt is becoming more competitive, so are its competitors. So the bar is moving ever upwards, as customer needs and expectations are evolving all the time.

A key method to advancing competitiveness is the creation and effective working of public private partnerships. Since the private sector is the engine of economic growth and the sharp end of the spear of competitiveness, government policies need to be well coordinated to provide effective support. A number of bodies (e.g., World Bank, WEF, OECD, Frazier Institute) collect competitiveness and other statistical information. The science and methodologies have developed and they are better and more reliable than before. Where the information is derived from surveys, it is more dependable, and where national information is tested against benchmarks, then the quality also rises.

In the Egypt' tourism industry , the general practice reflects a conservative view on daily expenditures, which tends to give a low figure for the value of the tourism economy. Tourism satellite accounting has been adopted by Egypt and represents the state of the art. The challenge is to find sets of indicators that will give as true a picture as possible. From an operational management point of view, decision makers want immediate indicators - these tend to be around gross numbers, i.e., numbers of visitors arriving at borders, bed nights in hotels, load factors on planes, etc., the most important indicators not being immediately accessible. Those indicators are qualitative - expenditure by visitors, Rev Par numbers from hotels, etc. They generally come 6 to 12 months later.

Competitiveness can be defined narrowly or broadly. In the narrow sense, competitiveness normally considers issues like access transport, car hire, accommodation, meals, site visit charges, and a selection of services. It is recommended that the framework also assess tourism packages: they are easy to obtain through desk research and therefore accurate

References

- L. Dwyer, D. Edwards, N. Mistilis, C. Roman, N. Scott and C. Cooper, "Megatrends Underpinning Tourism to 2020: Analysis Of Key Drivers For Change," CRC for Sustainable Tourism Pty Ltd., Gold Coast, 2008.
- [1] World Travel and Tourism Council, Report, http://www.wttc.org/eng/Tourism_Research, (Accessed: 24/04/2017).
- [2] United Nations World Tourism Organization (UNWTO), 2016: <http://www.unwto.org/eng/>, (Accessed: 21/05/2017).[46].
- A. Hansen, "The Ecotourism Industry and the Sustainable Tourism Eco-Certification Program (STEP)," International Relations and Pacific Studies, University of California, San Diego, 2013. irps.ucsd.edu/assets/021/8446.pdf
- [2] C. Wu, "Sustainable Development Conceptual Frame Towards Sustainable Tourism Development in Zambia: Advancing Tourism Planning and Natural Resource Manage work in Tourism Industry Context in Taiwan: Resource Based View," Conference of the International Journal of Arts and Science, Vol. 2, No. 1, 2009, pp. 1-11.
- [3]Bramwell, B.; Lane, B. Critical research on the governance of tourism and sustainability. J. Sustain. Tour. 2011, 19, 411–421. [CrossRef] 91.

- [4] Barros, C.P.; Botti, L.; Peypoch, N.; Robinot, E. Performance of French destinations: Tourism attraction perspectives. *Tour. Manag.* 2011, 32, 141–146.
- [5] Claver-Cortés, E.; Molina-Azorín, J.F.; Pereira-Moliner, J. Competitiveness in mass tourism. *Ann. Tour. Res.* 2007, 34, 727–745.
- [6] Blain, C.; Stuart, E.L.; Ritchie, J.R.B. Destination branding: Insights and practices from destination management organizations. *J. Travel Res.* 2005, 43, 328–338. [8]
- [9] Ivars i Baibal, J.A.; Rodríguez Sánchez, I.; Vera Rebollo, J.F. The evolution of mass tourism destinations: New approaches beyond deterministic models in Benidorm (Spain). *Tour. Manag.* 2013, 34, 184–195.
- [10] Pike, S.; Page, S.J. Destination Marketing Organizations and destination marketing: A narrative analysis of the literature. *Tour. Manag.* 2014, 41, 202–227.
- [11] Haugland, S.A.; Ness, H.; Gronseth, B.O.; Aarstad, J. Development of tourism destinations: An integrated multilevel perspective. *Ann. Tour. Res.* 2011, 38, 268–290
- [12] Ferrell, O. C.; Fraedrich, John; Ferrell, Linda; (2011); *Business Ethics: Ethical decision making and cases*; 9th Edition; Mason: South Western Cengage Learning Flamholtz
- [13] Eric, G., Randle, Yvonne; (2011); *Corporate Culture: The Ultimate Strategic Asset*; 1st Edition; Stanford, California: Stanford University Press
- [14] Ghauri, Pervez; Gronhaug, Kjell; (2010); *Research Methods in Business Studies*; 4th Edition; Harlow: Pearson Education
- [15] C. A. Gunn, “Tourism Planning,” Routledge, London, 2002.
- [16] United Nations World Tourism Organization (UNWTO), 2018: World Tourism Barometer (Egypt)..
- [17] Egypt State Information Service (SIS), <http://www.sis.gov.eg>, (Accessed: 23/11/2017 [18] Egyptian Ministry of Tourism, <http://www.tourism.gov.eg/default.aspx>, (Accessed: 2/01/2018) .
- [19] Egyptian Tourism Federation (ETF), www.etf.org.eg, (Accessed: 1/04/2017) Egypt State Information Services, (2016), http://www.sis.gov.eg/Ar/LastPage.aspx?Category_ID=503, (accessed:16/10/2017).
- [20] Central Agency for Public Mobilisation And Statistics, Egypt (CAPMAS, 2017), <http://www.capmas.gov.eg>, (Accessed: 12/03/2017) .
- B. Ahn, B. Lee and C. S. Shafer, “Operationalizing Sustainability in Regional Tourism Planning: An Application of the Limits of Acceptable Change Framework,” *Tourism Management*, Vol. 23, No. 1, 2002, pp. 1-15.
- [21] C. Tosun, “Challenges of Sustainable Tourism Development in the Developing World: The Case of Turkey,” *Tourism Management*, Vol. 22, No. 3, 2001, pp. 289-303. [16] [18] K. [21] [22] Andriotis, “Tourism Planning and Development in Crete, Recent Tourism Policies and Their Efficacy,” *Journal of Sustainable Tourism*, Vol. 9, No. 4, 2001, pp. 298-316.
- [23] V. M. WaligoJ. Clarke and R. Hawkins, “Stakeholder Involvement in the Implementation of Sustainable Tourism,” *Journal Tourism Management*, Vol. 36, 2013, pp. 342-353. [20] UNEP, “The Role of Local Authorities in Tourism - Local Agenda, 21st Century,” United Nations , 2013.
- [24] J. E. Mbaiwa, “Tourism Development, Rural Livelihoods, and Conservation in the Okavango Delta, Botswana, A Doctor of Philosophy Dissertation,” The Office of Graduate Studies of Texas A&M University, College Station, 2008.
- [25] W. Jamieson, “Guidelines on Integrated Planning for Sustainable Tourism Development,” Economic and Social Commission for Asia and the Pacific, 1999.
- [26]Go, F.; Govers, R. Integrated quality management for tourist destinations: A European perspective on achieving competitiveness. *Tour. Manag.* 2000, 21,

- [27]World Trade Organization (WTO). The Concept of Sustainable Tourism. Available online: <http://www.world-tourism.org/sustainable/concepts.htm> (accessed on 15 /11/ 2017).
- [28] Mihalic, T. Environmental management of a tourist destination: A factor of tourism competitiveness. *Tour. Manager.* 2000, 21, 65–78.
- [29]Soteriou, E.C.; Coccossis, H. Integrating sustainability into the strategic planning of national tourism organizations. *J. [30]Travel Res.* 2009, 49, 191–205.
116–126
- [30]Ko, T.G. Development of a tourism sustainability assessment procedure: A conceptual approach. *Tour. Manag.* 2005, 26, 431–445.
- [31]Middleton, V.T.C.; Hawkins, R. *Sustainable Tourism: A Marketing Perspective*; Butterworth-Heinemann: Oxford, UK, 1998. 55.
- [32]Aissa, S.B.; Goaid, M. Performance of tourism destinations: Evidence from Tunisia. *J. Hosp. Tour. Res.* 2014
- [33]Adler, Nancy J.; Gunderson, Allison; (2008); *International dimensions of organizational behavior*; 5th Edition; Mason: Thomson Higher Education
- [34]Karlsson, Ch., Johansson, B., Stough, R. R.; (2012); *The Regional Economics of Knowledge and Talent: Local Advantage in a Global Context*; 1st Edition; Glos: Edward Elgar
- [35]Botti, L.; Peypoch, N.; Robinot, E.; Solonadrasana, B. Tourism destination competitiveness: The French case. *Eur. J. Tour. Res.* 2009, 2, 5–24.
- [36] Assaf, A.G.; Josiassen, A. Identifying and ranking the determinants of tourism performance: A global investigation. *J. Travel Res.* 2012, 51, 388–399.
- [37]Whitaker, Scott, C.; (2012); *Mergers and Acquisition: Integration Handbook. Helping Companies Realize The Full Value of Acquisitions*; New York: John Wiley & Sons
- [38]Aas, C.; Ladkin, A.; Fletcher, J. Stakeholder collaboration and heritage management. *Ann. Tour. Res.* 2005, 32, 28–48. 43.
- [39] Byrd, E.T.; Cárdenes, D.A.; Greenwood, J.B. Factors of stakeholder understanding of tourism: The case of Eastern North Carolina. *Tour. Hosp. Res.* 2008, 8, 192–204.
- [40]Bornhorst, T.; Ritchie, J.R.B.; Sheehan, L. Determinants of tourism success for DMOs & destinations: An empirical examination of stakeholders’ perspectives. *Tour. Manag.* 2010, 31, 572–589
- 41]Cai, L.A.; Qui, H.; Li, G. Towards a competitive destination brand in a mass market. *Tour. Anal.* 2007, 12, 463–472.
- [42]Pike, S. Destination brand positioning slogans: Towards the development of a set of accountability criteria. *Acta Turística* 2004, 16, 102–124. 31. Mazanec, J.; Wober, K.; Zins, [43]A.H. Tourism destination competitiveness: From definition to explanation. *J. Travel Res.* 2007, 46, 86–95.
- [44] Leiper, N. Why ‘the tourism industry’ is misleading as a generic expression: The case for the plural variation, ‘tourism industries’. *Tour. Manag.* 2008, 29, 237–251.
- [45]COOPER DR & SCHINDLER PS 2001 *Business research methods (7th edx)* Boston Mass: McGraw-Hill Irwin
- [46] Dwyer, L.; Kim, C. Destination competitiveness: Determinants and indicators. *Curr. Issues Tour.* 2003, 6, 369–414.
- [47]. Gomezelj, D.O.; Mihalic, T. Destination competitiveness: Applying different models, the case of Slovenia. *Tour. Manag.* 2008, 29, 294–307.
- [48] Fornica, S.; Kothari, T.H. Strategic destination planning: Analyzing the future of tourism. *J. Travel Res.* 2008, 46, 355–367.
- [49] GRAY C F & LARSON E W 2006 *Project management - the managerial process* 3rd ed. Boston Mass: Irwin McGraw-Hill *Tourism Management* Px349-358x

[50] UNISDR (International Strategy for environment factors Reduction) 2015

The Economist Intelligence Unit 2015 retrieved from the website www.economist.com-despite-scandals-and-scepticism-americas-supplem (Accessed 08/07/2017)