Raising competitiveness for the Travel and Tourism Industry (the Case of Egypt)
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Abstract
Tourism has evolved into a global phenomenon – one of the most important economic sectors and social activities of the time.
In recent decades, modern tourism has become the largest and fastest growing industry that can change quickly and this dynamic creates further challenges and a need for on-going research and development on indicators.
Tourism is recognized as one of the key sectors of development in all Egypt and a major source of income, jobs and wealth creation.
Egypt can create one of the strongest winning positions in the global tourism market as a tourist destination, if the context of infrastructures, peace, stability and welcome is right.
Purpose – This study seeks to address the sustainable tourism competitiveness of Egypt as a tourist destination and proposing a systemic scale for identifying the factors of competitiveness in tourism that based on travel and Tourism competitiveness indexes (TTCI) of World Economic Forum's (2015), that influence Egypt position in the world market. The purpose of the study is to indicate which factors may be deceive and if time and development phase might have some influence on destination competitiveness ranking.
Design – The design of the study is descriptive and it represents an overview of studies from the research field of competitiveness, sustainability, tourist’s attitude and tourism policies
Methodology – The analysis and descriptive method were used. The empirical research was carried out using a sample survey taken from among 600 randomly chosen international tourist arrivals
Findings – The study found that potential tourism destination competitiveness is significant for the growth of tourism and its economy. As the competitiveness of Egypt as a tourist destination is being improved, it will result in the increase of international tourist arrivals that will sustain economic benefits of tourism. To translate conceptual ideas into practical tool and develop a final set of policies reasonable to the task, place and time is to be done in stakeholders at Egypt as a tourist destination.
Keywords: Tourism Destination Competitiveness; Sustainable Tourism Competitiveness; (TTCI); Travel & Tourism; Egypt.

Introduction
Tourism has a dramatic impact on the world’s economy and development that be a catalyst for diversifying regional economies, as new tourism infrastructure development may in turn help in the establishment of other industries. The Travel and Tourism (T&T) industry has enjoyed continued expansion and diversification. In addition to these, (T&T) industry has become one of the most rapidly developing industries in the world. It continues to be as one of the key economic sectors in all countries and a major source of income, jobs and wealth creation. It also plays a wider role in promoting the image and international perception of a country externally as well as influencing complementary domestic policies that it is capable of attracting foreign direct investments and supporting sustainable development.
Tourism destinations and regions compete with each other for various tourist segments. However, no two destinations are matched, or develop at the same rate. Some tourist destinations have an abundance of inherited, natural resources; where others may have limited created assets, such as poor tourism-related infrastructure or other facilitating
resources. Given this development has implications for the types of tourists that will be attracted (Walle, Y. M. (2010), it is therefore critical that the stage and roots of sustainable development is considered when developing a competitive strategy for a tourist destination (Buhalis 2000).

Thus, destination’s competitiveness can be advanced if there are adequate matches between tourism resources and performance of the tourism sector and this is simultaneously the guiding principle of the study.

In order to achieve proper matches between tourism resources (factors) and tourists’ inflows, it is necessary for the tourism sector and the government to understand where a country’s competitive position is the weakest as well as strongest to set policies to overcome the challenges, and to keep its sustainable competitiveness in this new social, political, economic and technological environment. In addition, it is helpful for both (T&T) industry and government to know how competitiveness is changing and why these changes are occurring.

Global economic and tourism trends, including changing market trends and travel behaviors, the role of social media and new sources of demand and growth and the ability of Egypt as a tourist destination to compete within the changing global marketplace, all increase the importance of this study.

In order to achieve proper matches between tourism factors and tourists inflows, it is necessary for the tourism industry and government to understand where a country’s competitive position is the weakest as well as strongest to set policies to overcome the challenges. In addition, it is helpful for both industry and government to know how competitiveness is changing and why these changes are occurring.

According to (TTCI), Egypt ranked 10th regionally in 2014/2015, dropping 10 positions in the global assessment to reach 83rd relative to the 141 economies covered in the report, with approximately 9 million tourists per year. Thus, Egypt continues the declining trend seen in recent years.

The United Arab Emirates (UAE) continues to lead the region as it ranked 28th overall, up two places since the last assessment, and Qatar is ranked 2nd in the region and 41st overall, up one place since the last (we forum. 2015).

The (TTCI) can be used as one of the tool to identify if Egypt’s tourism policies have moved in the right direction.

In the context presented above, the current study attempts to examine the internal structure of the Egyptian tourism sector and the relationship between key variables/factors based on The Travel & Tourism Competitiveness Index (TTCI), 2015 published by the World Economic Forum that determines the competitiveness position of the Egyptian tourism.

The study will focus on some vital (TTCI) sub-indexes to analyze their effects on the Egyptian market share.

The analysis will be mainly through discover the success factors to (T&T) competitiveness of Egypt based on the (TTCI) index which influences Egypt position in the world market and investigate its trend in the past seven years from 2009 to 2015. After identifying these factors, the study aims to assess the importance given in tourist demand to each of the factors identified and to determine whether different methodological approaches have influenced the results obtained.

The importance of the study is to discovering the significance of key competitiveness index (TTCI) to the (T&T) industry stakeholders in Egypt and then to examine the issues that affect competitiveness of Egypt as a tourist destination from the perspective of International tourists.

The aim of this study is to examine the issues that affect competitiveness of Egypt from the perspective of International tourists. Since appeal variables/factors (attractiveness) is
one of the major components of competitiveness (Ritchie and Crouch, 2003). It seeks is to explore what issues consider important in their choice of Egypt as their tourist destination. These include the attractions motivated them to visit Egypt, their concerns about travelling, how they rate the quality of their experience. Their opinions regarding the quality of the tourism product/service in Egypt is a good measurement that how well Egypt as a tourist destination meets the needs of its customers/visitors.

Attractiveness is determined by a combination of factors, and the study also aims to identify the factors that are important for international tourists visiting it and how important each factor is in relation to others.

Finally, the study is seeking to highlight the relationship between principal factors contributing to the competitiveness of Egypt as a tourism destination, and the stage of development or evolution. The result shows that potential destination competitiveness is significant for the tourism sustainable development.

Literature review

Although developing the tourism sector provides many benefits, numerous obstacles at the national level continue to hinder its development. For this reason, seven years ago the World Economic Forum, together with its Industry and Data Partners, embarked on a multi-year research effort aimed at exploring various issues related to the (T&T) competitiveness of countries around the world. It engaged key industry, to carry out an in-depth analysis of the travel and tourism competitiveness of economies around the world.

The aim of the Travel and Tourism Competitiveness Index (TTCI), which covers a record 141 tourist destinations in the year 2016, is to provide a comprehensive strategic tool for measuring the set of variables/factors and policies that enable the sustainable development of the tourism sector, which in turn, contributes to the sustainable development and competitiveness of a tourist destination.

By providing detailed assessments of the travel and tourism environments of the tourist destinations worldwide, the results can be used by all stakeholders to work together to improve the (T&T) industry’s competitiveness in their national economies, thereby contributing to national growth and prosperity. It also allows countries to track their progress over time in the various areas measured. Through detailed analysis of each pillar and sub-pillar of the Index, businesses and governments can address their particular challenges (World Economic Forum, 2015).

Destination competitiveness

The tourist destination is a complex concept, all customers/visitors of tourism destinations actually being amalgams of services, products and experiences, with many different stakeholders involved.

The tourist destination is defined geographical region which is understood by its customers/visitors as a unique entity, with a political and legislative framework for tourism marketing and planning (Buhalis, 2012).

According to Ritchie and Crouch, the tourist destination is the fundamental unit on which all the many complex dimensions of tourism are based (Ritchie, J. R. B., & Crouch, G. I., 2003).

The tourist destinations commit considerable variables and resources toward raising their image and appeal among their tourists. It compete with each other for various tourist segments. However, no two tourist destinations are matched, or develop at the same rate. Some tourist destinations have an abundance of inherited, natural resources; where others...
may have limited created assets, such as poor tourism-related infrastructure or other facilitating resources.

For technical reasons, many researchers (Gomezelj and Mihalic, 2008; Dwyer et al., 2011; Dwyer and Kim, 2003; Croes, 2011; Blanke and Chiesa, 2009) choose whole countries as tourist destinations, as they are easier to outline and also much of the data and figures are more readily available at this level. This must be the main goal for both the successful and the less visited countries.

According to Robu and Balan (2009), competitiveness is no longer a simple concern on how a tourist destination raises its market share of tourists and its financial tourism returns. Presently, competitiveness is rather about how tourism policies and plans can reach into customer/tourist decision making in relation to tourist trips so as to maintain and enhance the appeal, value-added and tourism competitiveness.

As competitiveness in tourism market increases, an understanding of the driving variables/factors contributing the tourism competitiveness is essential, and has become a fundamental step in maintaining tourism destinations, their growth, a vitality. In the tourism context, a systematic approach to destination competitiveness study has been taken (Webster, C., & Ivanov, S., 2013).

Tourism competitiveness for a tourist destination is about the ability of the place to optimize its attractiveness for residents and non-residents, to deliver quality, innovative, and attractive (e.g. providing good value for money) tourism services to consumers and to gain market shares on the domestic and global market places, while ensuring that the available resources supporting tourism are used efficiently and in a sustainable way.

The competitiveness of tourist destinations is important, especially as countries strive for a bigger market share. However, competitiveness is a complex concept, encompassing various aspects that are difficult to measure. Meanwhile, competitiveness of tourist destination is a determinant factor to attract many visitors and to maximize its benefits (Crouch & Ritchie, 2005; Dwyer & Kim, 2003; Navickas & Malakauskaite, 2009; Vanhole, 2006) as Competitiveness is a factor that makes a given destination attractive to visitors and enhances the socio-cultural, economic and environmental benefits of tourism to the destination. Competitiveness is defined as the ability of long-term sustainable tourism market.

The Organization for Economic Cooperation and Development (OECD) defined the competitiveness as a measure, by which the country, under the conditions of free market, can produce goods and services that meet the test of international markets while increasing the real income of the population in the long term (OECD, 2011). The most comprehensive definition gave Dwyer et al. (2011) defining tourism competitiveness as an ability of tourist destination to meet tourist needs on various aspects of the tourism experience which means that competitive position of a tourist destination on the tourism market, depending on which and how well the destination factors and resources are managed.

When a tourism region is not able to produce the optimum possible output, given the inputs, that particular tourism region is inefficient and bound to attract relatively fewer tourists compared to competing areas. The reason may be that too many entries are used in an imbalance between inputs and outputs, and/or less optimal combination of input factors. This situation may be due to various deficiencies. First, policy makers may have intended believes, mistakenly, that the touristic region in question is growing or finds itself in the maturity stage within the product life cycle (Tigu et al., 2010), thus resorting to measures to support tourism investment, deeping imbalance between inputs and outputs.

The tourist region is in the growth phase or maturity of the tourism product life cycle, but efforts are insufficient to maintain long-term market position. Thirdly, (Nistoreanu and
Tanase, 2008), setting an imbalance between inputs and outputs may be due to uncontrollable factors or unexpected events that prevent tourist region from obtaining optimum production. Competitiveness in tourism is the determinant that summarizes factors that is attractiveness of a given tourism destination. Additionally, the conceptual and analytical frameworks that can help to better understand and respond to the rapidly changing environment have been, a number of studies have discussed the important determinants or factors of competitiveness. These factors are the fundamental elements that can be key motivational resources for tourists’ visits. In another word, it can motivate the tourist's destination choices. Additionally, this study explains competitiveness in tourism that enhances the socio cultural, economic and environmental benefits to the current and future generations of the people in host and guest societies (Vanhole, 2006; Ritchie & Crouch, 2005; Enright & Newton, 2004; Armenska et al, 2011). It means that tourist destination competitiveness expresses the strengths and weaknesses of the destinations towards enhancing the interest of local residents, the actual and potential tourists, and the tourism industry itself.

Competitiveness is a multidimensional concept that expresses contribution of different aspects of tourism such as economic development, tourism market strength, image and tourism products , social, technology and human development (Dwyer & Kim, 2003; Gooroochurn & Sugiyarto, 2005); resource deployment and endowment, destination management and leadership, demand factors (Dwyer & Kim, 2003; Crouch & Ritchie, 1999); technology, capital, labor skills, management and organization, and government policy (Trimcev & Dimoska, 2012). Destination competitiveness indicates in this way the relative strength of destination compared with the other destinations, which could be achieved with the proper match of destination, management strategies and tourism resources. It is the task of the countries to utilize its resources and add value to create national wealth. According to Navickas & Malakauskaite (2009), tourism destination could be competitive when it has comparative superiority in tourism products and services. The traditional view of a tourist destination as a geographic area (country, town, and island) is replaced by a new one that starts with consumer perception depending on a cultural environment, travel purpose, education level and past experience. For example, London can be a tourist destination for German businessmen, Europe for Japanese tourists seeking entertainment. For some tourists a cruise is a tourist destination, for others the ports visited during the travel. On the other side, there are destinations that are artificially divided by geographic and political barriers. However, tourists perceive them and consume as a part of the same product (for example, the Alps are divided between two countries)(Kozak, M. & Rommington, M., 1999). In that sense, a tourist destination represents the product mix consummated by tourists under the tourism destination name.

The key characteristics of a tourist destination are:

- Attractions (natural, man-made artificial, purpose built, special events, heritage);
- Accessibility (entire transportation system comprising of routes, terminals and vehicles);
- Amenities (accommodation and catering facilities, retailing, other tourist services);
- Available packages (pre-arranged packages by intermediaries and principals);
- Activities (all activities available at the destination and what consumers will do during their visit);
- Ancillary services (services used by tourists such as banks, telecommunications, post, newsagents, hospitals, etc.).

The importance of this study is since appeal Factors (attractiveness) is one of the major components of competitiveness (Ritchie and Crouch, 2003), aim of the study is to explore
what issues tourists consider important in their choice of Egypt as their tourism destination. These include the attractions motivated them to visit Egypt, their concerns about travelling and how they rate the quality of their experience. Their opinions regarding the quality of the tourism product in Egypt is a good measurement how well Egypt as a tourist destination meets the needs of its customers/visitors. Attractiveness is determined by a combination of factors, and the study also aims to identify the factors that are important for international tourists visiting it and how important each factor is in relation to others.

In this literature review a frequent focus on analyzing of the factors of competitiveness in tourism in Egypt i.e., tourism product and service, quality, price, innovation and add value whereby its competitiveness has been followed through tourism revenue, the power of attracting target market of tourist groups, the degree of satisfaction with the product and experience in Egypt as a tourist destination, the efficiency of using the superstructure and other resources of destination, profitability, the quality of life, human resources, innovation add value, price, and the preservation of natural environment. For this reason focus on developed tourism competitiveness that aiming to identify which factors can contribute to the success of Egypt as tourist destinations.

The world economic forum’s travel and tourism competitiveness index (ttci)

The (T&T) industry is an important part of the overall global economy, and is particularly important in some developing nations, where it can help to reduce poverty. Over the past few years, Travel and Tourism has been declining worldwide.

It has been developed by the World Economic Forum (WEF) that adds a new dimension to the increasing awareness of the importance of the tourism sector in global and national socioeconomic activity. The theme of year’s Travel & Tourism Competitiveness Report (2013) is (Growing through Shocks)

The (TTCI) analyzes the performance of 141 economies through the Travel & Tourism Competitiveness Index (TTCI) and explores how the (T&T) sector has responded to economic, security and health shocks over recent decades. Understanding the nature and extent of the sector’s resilience to shocks is important, as a strong (T&T) sector is critical for job creation, economic growth and development in advanced and developing economies alike. Published every two years, the report provides a strategic tool for both business and governments: it allows for cross-country comparison of the drivers of (T&T) competitiveness, for benchmarking countries’ policy progress and for making investment decisions related to business and industry development. It also offers an opportunity for the (T&T) industry to highlight to national policymakers the challenges to (T&T) competitiveness that require policy attention, and to generate multi-stakeholder dialogue on formulating appropriate policies and action. While some of the main drivers of (T&T) competitiveness remain unchanged, some other factors have become more relevant while measurements and data availability improves over time. Following the latest developments, the index’s methodology has evolved based on 14 pillar.

Updating the (TTCI) indices use a combination of qualitative and quantitative measures of the variables based on an Executive Opinion Survey data (soft measures) and objective data (hard data). Tourist arrivals and tourism receipts are used as objective criteria with which estimated (TTCI) scores for the 141 countries are correlated. (TTCI) is based on three broad categories of variables that facilitate or drive travel and tourism competitiveness.

These categories are organized into three sub-indexes of the Index.
1-The (T&T) Regulatory Framework sub-index, which captures specific policies or strategic aspects that impact the (T&T) industry more directly:
2- The (T&T) business environment and infrastructure sub-index, which captures the availability and quality of physical infrastructure of each economy
3- (T&T) human, cultural, and natural resources sub-index, which captures the principal reasons to travel.

Figure 1: Composition of The Tree Subindexes Of The TTCI

![Source: The (T&T) Competitiveness Report, (World Economic Forum), 2013.](image)

When measuring a tourist destination competitiveness, the (TTCI) appears to be a rather blunt instrument since all destinations are ranked on a generic scale and not enough attention is given to unique features that after make a destination attractive. It is debatable whether all the indicators used are relevant from a tourist (consumer) perspective or even in a country specific context (Gooroochurn, N., & Sugiyarto, Oh, Kim & Lee, 2013). In this respect March (2004) rightly states that the lack of five star hotels in the Maldives and the abundance thereof in the Caribbean make the latter destination more competitive than the former. For some travelling segments, the lack of carrying capacity of the Maldives is very attractive and the commercialization of the destination little short of abhorrent. Other limitations to the (TTCI) relate to a tourist destination’s geographic location and proximity to generating markets. It is safe to assume that Switzerland’s proximity to substantial source markets is a crucial factor in its destination attractiveness and position at the top of the (TTCI) 2013 rankings (TTCI, 2013).

**Egypt’s travel and tourism industry and challenges**

The Travel and Tourism contribution to overall economic activities for regional or national are huge. The tourism industry considered as an important source of national income and it considers a mentionable earning industry of Egypt and selected as second engine for its economic growth.

While Egypt has faced several challenges in recent years, Travel and Tourism remains one of its leading foreign currency exchange providers and the sector is a key contributor to both General Demotic Products (GDP) and job creation.
Egypt’s tourism sector has historically played a central role in the economy, with its total contribution to (GDP) rising from 8.5% in 1988 to a high of 17.5% in 2010, according to the World Travel and Tourism Council (WTTC, 2011). Egypt’s comparatively well-developed tourism infrastructure, including sizable bed capacity and direct international connections, has also helped Egypt’s tourism sector attract an increasing diverse range of visitors from Europe, Asia and the Middle East regions.

Despite the slowdown in tourism movement, the geographical distribution of tourist flows remained unchanged. The European group remained in the lead, as the number of visitors from the European Union (EU) represented 74% of tourist nights. And most of the tourists who visit Egypt come from Russia, Germany, England, Italy, France, Poland, Libya, Saudi Arabia, Ukraine, Poland, and United States of America (USA)(WTO, 2015).

Some improvement in the performance of the tourism sector was achieved during 2013/2014 due to different government actions to promote the sector both domestically and internationally. The prospect of an improved political climate gives hope that tourism growth can resume shortly as Egypt has approved its new constitution in January 2014, which will be followed by both parliamentary and presidential elections. If this is all accomplished, and if Egypt truly embarks on a democratic political path, the effect will likely be seen soon after in the tourism sector.

Egypt’s tourism sector has a real potential to improve quality of related tourism products and services, infrastructure facilities, accommodations, generating higher spending per stay. In leisure tourism, the spending per stay is lower than international benchmarks and has been decreasing over the past five years (e.g. US$1,184 in Greece vs. US$397 in Egypt for Russian tourists). Egypt does not fully exploit its potential as a major cultural destination, with cultural tourism representing only 10% of total spending while business tourism remains well below that achieved by peers.

With year round sunshine, a rich cultural heritage and a unique geographical position, Egypt has the potential to restore its position among prime tourist destinations. The Ministry of Tourism’s objective is to reach pre-crisis tourism inflows by FY2017/2018 (US$11.6 billion) and to set the sector on an upward and fast-growing trend (targeting US$15 billion of inflows) (World Bank, 2015).

Challenges
Travel and Tourism is, of course, both a significant player in the sustainable process (through the rapid expansion of new tourist destinations, new demand, and new tourism markets) and strongly influenced by globalization. The tourist industry in Egypt is faced with a number of key challenges that will influence the tourism sector longer-term sustainable development and success. Egypt’s travel and tourism industry by its very nature is both vulnerable to the changing tourism market realities brings and also a major beneficiary of sustainability given the right adaptation strategies. In parallel to these global trends, tourism markets have also been changing and will continue to change. Egypt has faced several challenges in recent years, tourism remains one of its leading foreign currency exchange providers and the sector is a key contributor to both general domestic product (GDP) and job creation. However, despite the strong position of the country, relative to its neighbors, and the long history of support for the tourism sector, it has not always been smooth sailing. The sector has had to navigate choppy waters in
recent years, including post-revolution instability and terrorism (Central Bank of Egypt, 2015).

From 1990 to 2010, Egypt was one of the countries in the Middle East that recorded the highest growth rates of inbound international tourism. The perceived security risks, oil price hikes, and economic uncertainty made this growth even more astonishing.

Since 2011, tourism has been severely affected in this country because of the political instability, terrorist attacks, tense situation between the Muslim and Christian population, and attacks against tourist areas. However, the revolution January 25th of 2011 brought the growth trend to an abrupt halt meaning that leads tourists to avoid Egypt and the single largest factor of declining tourist numbers and revenue has had little to do with the sector itself.

These aspects have created certain reluctance, in terms of choosing Egypt as a tourist destination, although most tourist resorts were not close to conflict zones, but they could always become a target for the attacks (World Bank, 2013).

During the year of 2011, the number of international tourist arrivals plummeted by over 37% that year falling from 14 million in 2010 to just 9.8 million by the end of 2011. Out of these total visitors, more than 1.8 million Russian tourists visited Egypt, followed by those from the United Kingdom, Germany and Italy.

This has of course has impacted a diverse range of businesses directly or indirectly dependent on tourism, from hospitality, accommodation and tourist attractions to car rental and air transportation, as well as health and wellness industries. Tour operators offering heavy discounts to encourage tourists back have been somewhat successful at the Red Sea resorts where prices remain lower compared to the year of 2010. Furthermore, international tourists experience during the past five years has been negatively impacted due to the limitations and anxiety caused by protests and violence (Oxford business group, 2016).

As of the fiscal year FY 2014/2015, the sector represented 11.5% of GDP and 12.7% of total employment (3 million people employed directly and indirectly).

The sector has been significantly affected by recent economic and political turmoil with tourism revenues dropping by 57% between FY2009/2010 (US$11.6 billion) and FY2014/2015 (US$5.7 billion) (World Bank, 2015).

The number of international tourist arrivals in Egypt was 9,628,000 as in the year of 2014. Over the past 19 years (CCTI) indicator reached a maximum value of US$ 14,051,000 in 2010 and a minimum value of US$ 2,871,000 in 1995.

Egypt saw US$6.1 billion in tourism revenue in 2015, as the total number of international tourist arrivals were down 6% to 9.3 million and the total number of tourist nights declined by 14%.

Egypt’s tourism sector as a vital part of the economy and a key source of hard currency, has been hard-hit by last year’s downing of a Russian airliner. It suffered a number of setbacks in 2015, including several terrorist attacks by North Sinai, culminating in the downing of a Russian airliner travelling from the popular Red Sea Resort of Sharm El-Sheikh, which was claimed by a group affiliated with the Islamic State, and killed all 224 people onboard.

The incident prompted the United Kingdom (UK), Russia and others to suspend flights to Egypt, leading to losses of LE2.2 billion (US$283 million) a month, as the tourist numbers and revenues halved in the year of 2015.

A falling Russian ruble also caused revenues to decline by 20% in January and February of 2015 compared with the previous year 2014.
Egypt’s Red Sea resorts are a popular destination among Russian holidaymakers, who made up close to a third of the 9.9 million international tourists who visited Egypt in 2015 (WTCC, 2016).

The impacts of these changes can be seen in the growing fragmentation of tourism markets, and in the emergence of new niche markets.

The tourism sector notably suffers from a lack of transportation connecting cultural destinations with other tourism spots.

Tourism creates vital forward and backward linkages with other sectors of the Egyptian economy.

The policy makers have to address both horizontal issues (across entities responsible for transport, infrastructure, regional development, immigration and customs, education and training and so on) and vertical issues (from national through to provincial, regional and local levels of the government) in the design and execution of tourism-related policies and programs.

Furthermore, the structure of the industry is heavily weighted towards small and medium enterprises (SMEs) operating in highly-competitive markets.

Such firms typically have little capacity for longer-term planning, research or strategic development. They generally produce and sell only one component of the tourism product.

The complex web of stakeholders in the tourism industry creates a fragmented structure that the Egyptian government can find hard to serve through general policy measures. That is why local and regional authorities are often best placed to provide targeted and effective policy interventions.

As a consequence, the policy makers of the Egyptian government increasingly recognize that tourism requires a complex set of mutually-supporting infrastructure, policy and planning decisions, formulated at both international and local level, if the broad nature of tourism’s benefits is to be realized and potential costs managed.

Despite the strong position of the country, relative to its neighbors, and the long history of support for the tourism sector, it has not always been smooth sailing.

The tourism sector has had to navigate choppy waters in recent years, including post-revolution instability and terrorism threats.

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**Egypt’s tourism competitiveness profile**

The competitiveness of Egypt as a tourist destinations is important, especially as countries strive for a bigger market share.

In recent decades, modern tourism has become the largest and fastest growing industry. New destinations, including former transition countries, the underdeveloped and developing countries, have won an increasing share of the international market in recent years.

Based on the above mentioned, it is not surprising that an increasing number of countries see tourism as an option for a stable economic and social development, and place tourism development in their political and development agendas.

Egypt as one of the best tourist destination of the Middle East Region in general and Arab countries particularly, are destinations of choice for tourists from around the world. 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, making the tourism sector productive and contributed effectively in the national income and economic development of Egypt (Nawar, Abdel-Hameed, 2005).
Egypt as the tourist destination is hard to outline (as its borders depend more on the international tourists) and is hard to define. For one tourist a whole Egypt can be a tourist destination, while for another even a little village can be attractive enough to set off on a journey.

Egypt’s attractions are diverse – ranging from unique archaeological sites, to sandy beaches and cultural festivals, to desert trekking. This breadth in the travel and tourism offering has helped the country develop into one of the most prominent tourism destinations in the region, which is no small feat when one considers the competition.

Egypt as a tourist destination are facing stiff competition from both destinations in other countries, which tend to attract tourists, and competition in the country, between domestic destinations (UNWTO, 2011).

Egypt who are in competition with those of other tourist destinations that offer the same tourism services, but are different in terms of tariffs charged. For example, there are well-known and in trend, the tourist resorts from Bulgaria - Golden Sands; here, tourists can enjoy quality services at very competitive rates. Such is the case of tourist resorts from Turkey - Antalya, Belek, Kusadasi etc., where the number of tourists is somewhat constant.

It is worth mentioning that in all these cases, tourists are somewhat isolated from local population- as in the case of tourist resorts from the Red Sea - Egypt or those from Mediterranean Sea - Turkey) in order not to receive a culture shock - differences in living standards between the citizens and international tourists, the different conditions that those benefit.

Not the same thing would have notified if we talk about other tourism resorts in Mediterranean countries such as Italy, Greece, Spain, where there are provided identical conditions for both local population and foreign tourists.

In terms of competitiveness within each type of tourism enterprise, in Egypt there are different accommodation units with different classifications, from luxury hotels to modest tourist guesthouses, with price levels for each category of international tourist.

It can say that Turkey is the main competitor of Egypt, from tourist point of view, if taking into consideration the rates charged. Usually, there are preferred those accommodation units that also provide customers various food and entertainment options.

Dubai is another tourist destination with which Egypt is in competition. Dubai – a quite eccentric tourist destination - frequently offers charter flights, but in this regard the prices can be quite misleading.

It is usually practice attractive rates for the client, but only in the period where he would hardly resist the climatic conditions of the area, the number of accommodated tourists being low.

Thus, through special charter flights and special package, it is intended to attract tourists during off season (implicitly, by performing discounted rates which aim reducing seasonality).

Despite periods of recovery such as 2014, prolonged poor performance has characterized. There appears to be systemic issues and challenges that may be undermining the competitiveness and sustainability of Egypt’s tourism industry.

These issues and challenges are the main focus of the study.
In 2013, Egypt ranked 85th as the world's best country in terms of tourism and traveling. However it regained some ground in the 2015 rankings being rated 83rd overall. Egypt ranked for a longer period of time at the lowest places in competitiveness. Regarding the tourism industry in 2013, Egypt ranks 86 out of 140 countries in the travel and tourism overall competitiveness index, falling ten places from its ranking of 75 in 2011 while it ranked 52 in 2009.

The deterioration in this sub pillar is mainly due to the factors related to Egypt's (T&T) regulatory framework that are seen as less conducive to the development of the tourism sector as it is dropped by 10 positions in 2013 compared to 2011 to reach the rank of 85th. Also, there is a decline in the factors related to (T&T) business environment and infrastructure making by 3 positions to reach 77th, and also the factors related to (T&T) human, cultural and natural resources that dropped by 13 positions to fall to 84. However, most of the deterioration was witnessed between 2009 and 2011 as Egypt dropped 68 positions compared to a decline of 5 positions between 2011 and 2013.

Table 1: Egypt Ranking in Travel & Tourism Competitiveness Index YEARS 2009, 2011, 2013, 2015

<table>
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<th>2009</th>
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<tr>
<td>Policy rules &amp; Regulation</td>
<td>55</td>
<td>49</td>
<td>76</td>
<td>59</td>
</tr>
<tr>
<td>Environment &amp; Sustainability</td>
<td>103</td>
<td>77</td>
<td>121</td>
<td>131</td>
</tr>
<tr>
<td>Safety &amp; Security</td>
<td>67</td>
<td>136</td>
<td>140</td>
<td>136</td>
</tr>
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</table>


Table 2: Egypt Sub-Indicators 2013, 2015

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<tbody>
<tr>
<td>Policy rules &amp; regulations</td>
<td>76</td>
<td>115</td>
<td>Air transport infrastructure</td>
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<td>57</td>
<td>Human resources</td>
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<td>103</td>
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<tr>
<td>Environmental sustainability</td>
<td>121</td>
<td>131</td>
<td>Ground transport infrastructure</td>
<td>96</td>
<td>103</td>
<td>Affinity for (T&amp;T)</td>
<td>60</td>
<td>59</td>
</tr>
<tr>
<td>Safety and security</td>
<td>140</td>
<td>120</td>
<td>Tourism infrastructure</td>
<td>90</td>
<td>89</td>
<td>Education and training</td>
<td>108</td>
<td>96</td>
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<tr>
<td>Health and hygiene</td>
<td>57</td>
<td>87</td>
<td>(ICT) infrastructure</td>
<td>87</td>
<td>59</td>
<td>Cultural resources</td>
<td>61</td>
<td>41</td>
</tr>
<tr>
<td>Prioritization of (T&amp;T)</td>
<td>69</td>
<td>93</td>
<td>Price competitiveness In(T&amp;T)</td>
<td>4</td>
<td>2</td>
<td>Natural resources</td>
<td>87</td>
<td>65</td>
</tr>
</tbody>
</table>

A detailed analysis of the performance of Egyptian tourism reveals that the deterioration in Egypt’s tourism competitiveness rank is due to a decline across the three sub-indexes related to (T&T) Regulatory Framework, Business Environment and Infrastructure, Travel and Tourism Human Resources, and Cultural and Natural resources.

Table (1) indicated the deterioration in this sub-pillar is mainly due to the factors related to policy rules and regulations that are seen as less conducive to the development of the tourism sector as it is dropped by 27 positions in 2013 compared to 2011 to reach the rank of 76th. Also, there is a decline in the factors related to transparency of government policy making by 42 positions to reach 110th, and also the factors related to business impact of rules on foreign direct investment that dropped by 32 positions to fall to 107. In 2013, Factors related to environmental sustainability also contributed to the deterioration of the (T&T) Regulatory Framework sub-index as Policy rules and regulations ranked 76st, environmental sustainability ranked 121st, dropping by eight positions compared to 2011 due to the declining of the enforcement level of environmental regulation and the deterioration in the sustainability of the (T&T) industry development. 76 for the travel and tourism regulatory framework, 74 for the (T&T) business environment and 105 for the travel and tourism human, 61 for cultural resources and 87 for natural resources. Most notably, the indicator related to the safety and security environment has dropped to the lowest position of all countries covered in the report as it ranked 140, due to the continuing political unrest in the country. However, most of the deterioration was witnessed between 2009 and 2011 as Egypt dropped 68 positions compared to a decline of only five positions between 2011 and 2013. The decline in the human resources sub-index rank by 13 positions to that of the 84th place was mainly due to a deterioration of an initially low level of adequate tourism education and training, skill sets, and also a technological abilities rank of 109th, falling by 22 position compared to 2011. Related to this drop, the quality of education system registered the position of 136th and the availability of qualified labor registered the position of 99th. These results indicate that efforts aiming at improving the national human resources base of Egypt would also improve the country’s overall travel and tourism competitiveness.

On a positive note, the results of the (TTCI) overall index sheds light on several strengths on which Egypt can build upon its national tourism competitiveness. Analyzing the sub-index of business environment and infrastructure shows that Egypt’s major strength in tourism attraction remains represented in its price competitiveness, ranking fourth relative to the 140 countries as it improved by one rank between 2011 and 2013 due mainly to competitive hotel prices, low fuel costs, and low prices. On the positive side, the performance of the factors related to (ICT) infrastructure ranking improved by 13 positions to reach 80th. On the other hand, factors related to ground transportation infrastructure deteriorated as it dropped by 20 positions, leading to a rank of 96th. Also witnessing a decline are factors related to quality of roads and tourism infrastructure by two positions to 90th. This resulted in an overall decline in the business environment and infrastructure sub-index by 3 positions compared to 2011 to be ranked 77th. Nevertheless, this represents a smaller decline of 9 positions that the sub-index witnessed from 2009 to 2011.

In 2015, Egypt was 83rd in the global ranking and 10th in the Middle East region, with approximately nine million tourists per year below the country’s full potential as a price competitive destination (2nd), with significant investments in the (T&T) industry (23rd). Egypt’s outstanding cultural resources (41st) and long history are perhaps under-leveraged, as reflected in a surprisingly low rank (60th) for oral and intangible heritage. Current instability is reducing Egypt’s appeal to international tourists, and limiting receipts and, hence, funds available for investment. It also contributes greatly to the low safety and
security performance (136th) and might also have an impact on Egypt’s relatively limited international openness (115th) performance.

In addition, ground infrastructure (103rd) requires a significant upgrade, especially in terms of quality of roads and efficiency of the transport network.

The weak performance of the tourism sector’s competitiveness was largely owed to security shortfalls and weak policies. The recent approval of the new constitution was the first major achievement of the political roadmap announced last summer by the interim government. It is expected that safety and security will gradually return as political stability returns. The elections of 2014 will play a key role in political stability meaning that the coming months will provide a window of opportunity to address tourism policy issues. Capitalizing on this window, ENCC, the Ministry of Tourism and other government institutions worked together to update the tourism strategy entitled A Strategic Vision for Egyptian Tourism sector. The strategy identifies both short and long term policy measures to revive the tourism sector.

**Hypotheses**

H 0 : Tourism Competitiveness’s factors is hypothesized to positively and directly Affect tourists’ satisfaction to Egypt as a tourist destination.

**Methodology**

**Sampling and survey statistical meth**

The Variables / factors were identified based on the expert’s evaluation of importance of the particular elements of the international tourist supply for the tourism destination product in Egypt as a tourism destinations. There were thirty one variables used in the study (see, Table 4).

The destination competitiveness factors (DCF),was consisted of data collected from respondents (international tourists) from all of Egypt , (N=600 or 5% of the collected data). By applying (DCF), thirty one factors as measure of sampling adequacy has shown that both datasets were appropriate for the (DCF) application

The aim of the study is to deal with the identification of the principal factors that are to adversely affect the competitiveness of tourism destinations and support the importance given by the tourism demand to factors that potentially influence the competitiveness of it. To this end, the scale has been developed with principal factors contributing to the competitiveness identified in the literature review, which specifically focus on Egypt as tourism destination. In order to generate an empirical data, a scale instrument was created that combines factors normally used to measure the competitiveness of tourism destinations.

A questionnaire was prepared that included the two open-ended questions, in which international tourists were asked to indicate first the characteristics that in their opinion make Egypt attractive and then the features that make it unattractive. Data collection was carried out in period from May to July 2015 at Cairo International Airport and a total of 559 valid responses were obtained from 600 questionnaires .The target population was comprised of International tourists.

A stratified random sample was used in the study. The data were subjected to content analysis using Microsoft© Excel© was used for capturing the data, and basic data analysis and the (SPSS) Text Analysis for Surveys 3.0 that enables the development of categories. For this question, a Likert scale of five points was used from 1(unimportant) to 5(very important) to assess the importance of each item. The Cronbach's alpha coefficient for the scale was 0.807, indicating that the internal consistency and validation of the instrument is good.
Factors extracted from both datasets and their variable loadings are presented in (Table 2) to assess the principle factors of Egypt as a tourism destinations in the analysis had a varying number of responses, including items that were evaluated by all respondents “Friendly and hospitable people” and others for which there was a greater difficulty in assessment as expressed by a greater number of respondents who chose not to evaluate the element. The stratification was conducted according to the tourism destination, to the types of accommodation facilities, Friendly and hospitable people and the tourist’s countries of origin. The instrument for data collection was the questionnaire printed on the A3 paper format, and the method of data collection was the personal interview. The variable/ factors choice as well as their grouping was in accordance with the classification of tourism attractions proposed by Ritchie and Crouch (2005).

**Variables / factors influencing the competitiveness of Egypt**

<table>
<thead>
<tr>
<th>VARIABLES / FACTORS</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>MEAN</th>
<th>IDA VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>V1 Image of the destination</td>
<td>0.765</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.747</td>
<td>.634</td>
</tr>
<tr>
<td>V2 Weather Conditions</td>
<td>0.635</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.765</td>
<td>.667</td>
</tr>
<tr>
<td>V3 Quality of Airport Services</td>
<td>0.597</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.904</td>
<td>.654</td>
</tr>
<tr>
<td>V4 Natural resources</td>
<td>0.672</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.770</td>
<td>.775</td>
</tr>
<tr>
<td>V5 Entertainment /leisure attractions</td>
<td>0.643</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.417</td>
<td>.773</td>
</tr>
<tr>
<td>V6 Urban and architectural harmony of the place</td>
<td>0.636</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.521</td>
<td>.771</td>
</tr>
<tr>
<td>V7 Presentation of Historical/cultural heritage</td>
<td>0.569</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.863</td>
<td>.904</td>
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<tr>
<td>V8 Sport and events opportunities</td>
<td>0.598</td>
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<td></td>
<td></td>
<td></td>
<td>4.376</td>
<td>.835</td>
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<tr>
<td>V9 Shopping opportunities</td>
<td>0.576</td>
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<td></td>
<td></td>
<td></td>
<td>4.377</td>
<td>.795</td>
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<tr>
<td>V10 Friendliness</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>4.352</td>
<td>.780</td>
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<tr>
<td>V11 Feeling of personal safety</td>
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<td></td>
<td></td>
<td></td>
<td>4.255</td>
<td>.829</td>
</tr>
<tr>
<td>V12 Quality of the country’s promotion</td>
<td>0.677</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.255</td>
<td>.985</td>
</tr>
<tr>
<td>V13 Value for money</td>
<td>0.636</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.077</td>
<td>.675</td>
</tr>
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<td>V14 Good prices for quality received</td>
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<td></td>
<td></td>
<td></td>
<td>4.765</td>
<td>.564</td>
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<tr>
<td>V15 Environmental preservation</td>
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<td></td>
<td></td>
<td></td>
<td>4.543</td>
<td>.989</td>
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<tr>
<td>V16 Tidiness of the place</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>4.876</td>
<td>1.054</td>
</tr>
<tr>
<td>V17 Quality of information in destination</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>4.542</td>
<td>1.108</td>
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<tr>
<td>V18 Accessibility</td>
<td>0.799</td>
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<td></td>
<td></td>
<td></td>
<td>4.123</td>
<td>1.046</td>
</tr>
<tr>
<td>V19 Innovation of Services</td>
<td>0.764</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.865</td>
<td>1.015</td>
</tr>
<tr>
<td>V20 Quality of accommodation</td>
<td>0.693</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.756</td>
<td>1.098</td>
</tr>
</tbody>
</table>

Source: Output SPSS Text Analysis for Surveys
International Tourists Arrivals were asked to evaluate influence of the selected variables on Egypt as a tourist destination. By evaluating influence of every variable on their destination choice, respondents were, in fact, evaluating the level of attractiveness of those tourism factors, described by the variables used in the study.

**Sample characterization**
The majority of respondents or 53.4% are men, and 46.6% are women, mostly residing in Russian (38.5%), followed by Germany 27.9%, the United Kingdom and the Netherlands 14.3% and Ireland 7.5%. The age group between 45-64 years is the most significant, followed by the age group of individuals between 27 and 44 years.
The education of the respondents, it was found that most had higher education, 63.3%, and 13.5% of respondents had only a primary education. In specific, only 1.1% had completed a professional course and 23.3% had only completed their secondary education. The most frequently mentioned motivation for the vacation was leisure (89.3%), only 1.8% were in the destination for professional reasons, 3.3% for sport reasons and 11.7% for visiting friends.

**Qualitative analyses**
Tourists were asked to evaluate influence of the selected variables/factors on the tourism destination choice on the six point Likert scale. By evaluating impact of every variable/factor on the Egypt as a destination choice, respondents were, in fact, evaluating the level of attractiveness of those tourism attractions, described by the variables/factors used in the study.
Categories were extracted by words and expressions in answers into broader sets, that the factors associated with the good weather conditions were mentioned by the largest number of respondents, i.e., of the 559 individuals in the sample, 423 respondents 67.6% of the sample mentioned the good weather.
The second most mentioned category was the one that encompasses references to natural resources, with 302 respondents (61.9%) mentioning a word or phrase that refers to that category. To a lesser extent, respondents mentioned phrases associated with quality of services of airport 31.9%, historical sites to visit 29.7% and quality of accommodation 20.1%. The remaining factors were mentioned by less than 20% of respondents, i.e., the cleanliness and hygiene factor was mentioned by 13.9% of respondents, the specific factors category by 13.7% of respondents, personal safety and security by 12.8%, and Convenience and accessibility to the local transport networks was mentioned by 10.3% of the sample, the Innovation of Services category by 12.8%, and Degree of knowledge of foreign languages from the service personnel was mentioned by 10.7% of the sample.
The Factors had a varying number of responses, including items that were evaluated by all respondents (friendly and hospitable) resident population and others for which there was a greater difficulty in (Accessibility) as expressed by a greater number of respondents who chose not to evaluate the variables.
Richness of attractiveness cities to visit to visit and a Well-preserved harmonious cultural scenery to visit and a well preserved and follow in ninth and tenth place. These factors are considered more important in choosing the destination than the existence of historical monuments and museums to visit because this factor appears only in sixteenth place. The eleventh place is occupied by ‘prices for quality’, which is usually considered a decisive factor in the competitiveness of tourism destinations (Dwyer et al., 2000).

**Results**
Tourism competitiveness for a destination is about the ability of the place to optimize its attractiveness for visitors, to deliver quality, innovative, and attractive (e.g. providing good
value for money) tourism services to visitors and to gain tourism market shares on the domestic and global market places, while ensuring that the available resources supporting tourism are used efficiently and in a sustainable way.

Since the study was aimed at highlighting areas on which policy-makers and stakeholders of the tourism industry can take action, the main problem areas are presented. The use of (SPSS) Text Analysis for Surveys enables us to verify the variables marked to assess the factors.

The influence of personal safety appears to be the most pressing factor in terms of Egypt’s competitiveness that needs urgent attention from policy makers. The volume of domestic tourism has changed, and international tourist arrivals have also been affected by the political and economic shifts as well as the social processes that had taken place since the political uprising starts in January 2011.

The influence of problems of Infrastructure is important for any destination, especially public transport within Egypt as evident in the quality of roads and railroads – an issue that needs attention from policy makers.

The influence of Value for Money remains an important indicator as price competitiveness is important in the (T&T) industry where especially budget travelers are seeking competitive destinations in terms of price. Ease of access appears less problematic than anticipated in terms of visa regulation, entry requirements, although it must be stressed that the issue of new visa regulations only came into effect after the commencement of this study, and the effect was not evident through the survey data.

When looking at these results, it becomes evident that existing models which measure destination competitiveness should include a mechanism whereby the unique features of a destination are highlighted and should take into account that the competitiveness of destinations against their main competitors should be considered and a value placed on their strengths and weaknesses. Information drawn in this way and combined with data from established models such as the (TTCI) can result in more effective strategies being developed by policy makers and stakeholders in a specific destination. This study thus argues for the inclusion of a further component in the measurement of destination competitiveness when ranking destinations.

**Challenges Affecting Tourism competitiveness in Egypt**

They are challenges which are still experiencing difficulties over Egypt competitive advance that reflected in safety and security, infrastructure health and hygiene, ground transport infrastructure, tourism infrastructure, information communication technology (ICT) infrastructure, education and training and cultural resources policy rules and regulations, prioritization of (T&T), air transport infrastructure, ground transport infrastructure, tourism infrastructure, perceived cultural resources

- Insufficient Tourism Investments and Infrastructures
- Poor Tourism Planning & Product Development
- Travel Facilitation Problems
- Safety and Security Related Problems
- Low Tourism Service Quality
- Insufficient Marketing and Promotion

**Insufficient Image Building and Branding**

These challenges should be solved for sustainable growth of tourism sector.

As can be seen, weather conditions the first factor encompasses all factors that are likely to constitute a potential obstacle to the competitiveness of tourism destinations in Egypt. The second factor extracted, which call natural scene, encompasses the natural attractions. The third factor integrated in this factor. Prices, quality of accommodations and security make
up the third extracted factor, which makes clear that the existence of quality accommodations, one of the items commonly measured in studies of Egypt, should also be linked to the issues of costs and safety (See Table 3). The fourth factor is comprised of cultural resources and information available on the Internet. Again, here emerge factors usually considered in studies of tourism attractiveness associated with factors that are critical for the attractiveness of tourism destinations (see Table 4). The fifth factor extracted concerns feeling welcome at the destination, both in terms of the reception offered by the host community and ease of movement at the tourist destination, including also the weather. This factor is complemented by the item regarding comments about the tourist destination on the Internet. This item can in a virtual way anticipate the feeling of being welcome that respondents are likely to experience through the personal experiences of other tourists (see Table 4). The sixth factor extracted includes items that can be considered complementary and perceived as not fundamental but that, under certain circumstances, may be decisive. The question of measures to protect natural resources only becomes important for international tourists when there are visible problems in terms of resources.

**Conclusion and recommendation**

**Conclusion**

Egypt’s tourism industry by its very nature is both vulnerable to the changing tourism market realities brings and also a major beneficiary of sustainability given the right adaptation strategies. In parallel to these global trends, tourism markets have also been changing and will continue to change. The explosive growth in outbound tourism from new markets, especially India, China, Russia, is bringing changing patterns of international travel inflows and demand. These require new products and servicing skills and appropriate product/service development, something that is often best achieved at the local and regional level. Simultaneously, changing social values, lifestyles and demographics, political and economic are leading to profound changes which are increasingly reflected in changes in tourism demand.

Egypt’s tourism sector competitiveness still weak and far from the world levels, this situation make many challenges for the sector’s decision makers to develop their policies in the tourism sector because it’s running for a real economic activity rather than an economic activity depending to Hydrocarbons, these challenges are: increasing public spending in tourism sector, developing the infrastructures, improving services in the different activities, the adoption of effective promotional strategy and the dissemination of culture and tourism awareness in the community.

This has all been reflected in Egypt’s competitiveness rank, which has shown substantial deterioration over the past few years.

Tourism Destination competitiveness can be increased by factors stewardship, which involves effectively maintaining and sustaining tourism resources.

Tourism destination service and product is an integrated tourism experience which is miles away from commercial nature of some other competitive product. Due to the specifics of tourism destination product, there should be holistic understanding of its competitiveness and sustainability.

It is debatable whether all the indicators used are relevant from a tourist perspective or even in a tourist destination specific context (Oh, Kim & Lee, 2013).

When measuring destination competitiveness the (TTCI) appears to be a rather blunt instrument since all tourism destinations are ranked on a generic scale and not enough attention is given to unique features that after make a destination attractive. It also applies the same measures to Egypt as a tourist destination that it fall in the lower end of (TTCI).
The statically findings showed that tourism competitiveness’s factors directly affect the tourist’s satisfaction of Egypt as tourist destination. This mean that when travelers have stronger intrinsic desires to go to a vacation and a good perception towards the attractions and features of Egypt as a tourist destination, they may get higher satisfaction about it as well as high attention to revisit it in the future.

The political and economic changes had significant impacts on tourism in Egypt. Being a major contributor to Egypt’s foreign exchange earnings as well as to employment, the Egyptian tourism sector is considered one of the pillars of the national economy and it is vital to think about how to develop its potential to attract more tourism activity.

It is capable of reviving its upward trends as the political and security situation stabilizes. Egypt witnessed a massive decline in inbound tourism area, especially the last five years from 2011 to 2016 due to instability and economic circumstances, environmental and social issues coupled with the travel warnings put in Egypt by many countries. Despite these turbulence that put the (T&T) industry in extremely challenging times, the Egyptian tourism sector has proven to be a resilient sector, having a well-developed infrastructure as well as cost competitiveness labor, the tourism sector has high prospects and many opportunities to grasp.

While the economic indicators are meaningful for comparison in so far as they are quantifiable measures of generic and tangible attributes and outcomes (e.g. arrival statistics and Travel Satellite Accounting of a country), there are no absolute competitive measures in tourism because tourists choose tourist destinations for a wide and complex number of reasons, financial, personal, cultural, emotional or psychological needs. As such, results from (TTCI) are not necessarily always meaningful to tourism stakeholders and policymakers as it might not place sufficient emphasis on specific tourism drivers and vital linkages that need to be considered in tourism development and promotion efforts.

Managing Egypt are very difficult and challenging activities, due to the complexity of the definition of the tourism destination itself.

To prevail under more volatile tourism market conditions and continue benefitting from the Egyptian tourism sector, policymakers should identify and focus on Egypt’s key competitive advantages over other successful tourism destinations and differentiate the international traveler’s experience in it from the experience to be had elsewhere. At the same time, they should monitor the shifting trends in international travelers’ origins and profiles.

Finally, all efforts made at the governmental level regarding the sustainable development of tourism need to be assisted by appropriate policies. Important steps have already been made at the national level in the direction of combining sustainability, promotion, and high-quality aspects with Information and Communication Technology (ICT) with the main aim of offering support to tourism enterprises in order to gain a competitive advantage.

An overall conclusion that can be drawn from the magnitude of the literature is that measuring the sustainable destination competitiveness of Egypt that requires not only Egypt’s location specific criteria and data but also specific strategic and research policies for it to be meaningful for policy-makers and stakeholders.

**Recommendation**

Tourism in Egypt as a tourist destination is set to grow in the next decade and will have a significant role in the sustainability of the country’s culture, economy, environment and state security.
The recommendations of this study are intended to help tourism sector’s stakeholders, and policymakers to improve the tourism business in sustainable environment and enable the sustainable competitiveness of Egypt at the national and international levels. Policymakers responsible for developing and growing Egypt as successful tourist destination face a large variety of change drivers and in key tourism source market. They will need progressively more and more sophisticated methods to nurture the sustainable development of the tourism sector successfully by increasing inbound tourism. At the same time, Egypt as a tourism destination need to rethink its positioning among competing tourism destinations to prepare for short-term demand shocks and long-term shifts of traveler inflows. It needs to be managed in a sustainable way because, due to the high demand for tourism in the other destinations.

The study seeks to make Egypt as a tourist destination more competitive and sustainable, while generating more prosperity and inclusiveness for tourism activity. It mainly concentrates on restoring safety and elevating the conditions of tourism business’s decision makers, stakeholders and operators.

Refreshing Egypt’s tourism policies depends on adopting Best Practices (PB), and on establishing strong competencies and capabilities in tourism service and product development, visitor experience, human resource development, quality service delivery and marketing.

As for the long term and short term policies, it includes a list of suggestions to try to sustain the (T&T) industry in Egypt that it targets promoting and developing the Egyptian tourism sector.

Bring clarity to Egypt’s political situation. Make it clear that visitors are welcome. Send signals that Egypt intends to develop its tourism economy along globally-accepted lines.

Take actions and steps immediately to become globally competitive. These steps relate to air access, ease of gaining tourist visas, visitor experience and value.

Implement Egypt as a the new multi-destination strategy in line with the product-and-experience diversification objectives.

Improve the effectiveness of the Egyptian tourism sector, the institutional framework and the legal and regulatory environment.

Create the means and desire for both Public sector’s decision makers and Private Sectors to work in a result-driven partnership to achieve agreed-upon results and objectives across tourism, as a whole, but with an immediate emphasis on marketing.

Determination of the needs and wishes of the selected tourism market segment.

Analyzing the benefits that the Egyptian companies in the tourism activity offers compared to the competitors who are present at the same tourism market segments.

Determination of the most and the least important benefits for the specific tourism market segment.

Ensure that tourism benefits contribute to social equity

Promoting Travel and Tourism by Public Relation Campaigns

Priority must be the visitor experience that depends on innovation, the need to leverage Egypt’s great legacy of heritage in new ways, avoiding sameness in new sustainable development.

Raising the awareness to the nature of tourism’s contribution to economies and society.

Highlighting the responsibility of the stockholders to be more actively involved in planning and managing tourism with the decision maker’s in the Egyptian tourism sector.

Set laws to Restoring safety and security in Egypt is the basic step to revive travel and tourism

Utilizing Media to Promote Egypt as a tourist destination.

Integration of Tourism in Egypt’s Strategic Plan for Airport and ground Infrastructures.
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Kim, N. 2012. Sustainable Tourism destination competitiveness and strategic development from a sustainable development perspective. PhD Thesis University of Illinois at Urbana Champaign


