THE UNIVERSITY OF HULL

An Investigative Study for Corporate Social Responsibility Practices and Sustainability in The Tourism Supply Chains in Egypt

This is a Doctoral Thesis submitted for the partial fulfilment of the requirements for the degree of Doctor of Philosophy in Management in the University of Hull

by

Nourhan Abouhashish

MSc in International Transport and Logistics, Molde' University in Cooperation With AASTMT

PG Diploma in International Transport and Logistics, Molde' University in Cooperation With AASTMT

PG Diploma in International Port Management, Technical University of Catalonia

B.Sc. in Int'l Transport and Logistics, AASTMT

November 2022

Declaration

I, Nourhan Abouhashish, confirm the research paper entitled **"<u>An Investigative Study for Corporate Social Responsibility Practices and Sustainability in The Tourism Supply Chains in Egypt</u>",** submitted to achieve the Award of Doctor of Philosophy in Management at University of Hull Business School, is my original work.

Place-University of Hull, Hull, United Kingdom

Date:

Signature of the Supervisor **Signature of the student**

____ _____ ___Nourhan A. _____

Dedication

To My Beloved Family,

To My Beloved Father, May His Soul Rest in Peace.

Acknowledgements

"Writing a thesis sometimes feels like a lonely journey, however it would not have reached an end without Allah's strength and blessings."

Firstly, I would like to express my gratitude to my supervisors, Professor Gunjan Saxena and Professor Nishikant Mishra for their constructive criticism, feedback and advice throughout this journey.

I am also thankful to Dr Claudia Colicchia and Professor Amar Ramudhin for their valuable guidance in the earlier years of my PhD.

Many thanks are due to the research staff at Hull University Business School and Logistics Institute who offered continuous support and facilitated this journey, and especially Andrea Bell. I would especially like to express my appreciation to the HUBS for granting me a scholarship, without which this study would not have been possible, I am extremely grateful to have been given this opportunity.

I want to express my appreciation to the participating companies that welcomed and allowed me access their businesses, and to the interviewees who dedicated their valued time for this study.

Many thanks and much appreciation to my family and friends for their love, support and prayers through this journey, asking God to bless them.

Finally, my deepest appreciation to my beloved husband, Elsayed who is my most trusted friend, for his endless love, patience, support, encouragement, and belief in my abilities. Without him, this journey would not have been achievable, therefore I am extremely grateful to him. Also, I would like to express my love and warm thanks to my children Yusuf and Adam who filled my life with love and happiness. I am so thankful that you are in my life. God bless you all for me.

Publications and Conferences

Accepted conference Papers

Abouhashish, N., Colicchia, C. and Mishra, N. (2019) Corporate Social Responsibility Practice to Achieve Sustainability in Tourism Supply Chain in Cairo, Egypt, ***FBLP PhD conference at Hull University***, *10th July 2019*, University of Hull, UK.

Abouhashish, N., Colicchia, C. and Ramudhin, A. (2018) Implementing Corporate Social Responsibility Practice to Achieve Sustainability in Tourism Supply Chain: A Case of Egypt, ***Prolog Conference***, *(9 & 10) June 2017*, University of Hull, UK.

Abouhashish, N., Colicchia, C. and Ramudhin, A. (2017) Implementing Corporate Social Responsibility Practice to Achieve Sustainability in Tourism Supply Chain, ***2nd Tourism Research Network Symposium***, *26th April 2017*, University of Lincoln, UK.

Abouhashish, N., Colicchia, C. and Ramudhin, A. (2017) Corporate Social Responsibility Practice to Achieve Sustainability in Tourism Supply Chain, ***8th Ph.D. Experience Conference***, *17th July 2017*, University of Hull, UK.

Abouhashish, N., Colicchia, C. and Ramudhin, A. (2016) Implementing Corporate Social Responsibility Practice to Achieve Sustainability in Tourism Supply Chain, ***The LRN Annual Conference***, *(7 -9) September 2016*, University of Hull, UK.

Abstract

Sustainable supply chain management ‘SSCM’ has emerged as an important standard for companies to achieve better profit, market share and competitiveness. With sustainability, companies are increasingly taking steps towards better environmental, social, and economic impacts. Seeking to improve or adapt sustainability measures within supply chains, companies need to act more responsibly to society and protect the interests of stakeholders. However, supply chain sustainability has been given less attention in developing countries compared to developed countries. There is scarcity in the existing research on the topic of the tourism supply chain ‘TSC’, and the development techniques compared to other industries. The TSC in the Arab world and the Middle East, where the tourism industry is supposed to be the major contributor to the local economy, is under pressure to be more sustainable, although, its understanding and practical implication is still in the primary phases. Furthermore, as corporate social responsibility ‘CSR’ is now directed to a more sustainable approach and helps sustainable development, the researcher thought it would support this study to achieve its aims and objectives.

The aim of this study is to participate in understanding the sustainability of tourism supply chain management ‘TSCM’ in Egypt, and to gain more insight into how TSC actors can integrate CSR practice, aiming to enhance sustainability of the TSC in Egypt. Thus, the objective of this study is to investigate and analyse CSR and sustainability practices, drivers and barriers of different actors in the Egyptian TSC, including the hotel sector, tour operators, governmental bodies and air transport sector as main stakeholders in TSC, in order to reach a deep understanding of the phenomenon. For the purpose of exploration, an inductive qualitative research approach and semi-structured interviews method were adopted.

Based on preliminary findings, the study shows that sustainability practices in tourism are still in their initial phase, and there is lack of proper understanding of CSR and sustainability. This study identified major barriers for CSR and sustainability implementation most of which are common, but not limited to the absence of awareness, regulations and governmental support, commitment, coordination and financial resources. This research contributes to the continuous research on sustainability and intends to provide policy makers, tourism stakeholders, researchers, and companies managers in TSC with a practical guide for implementing sustainability.

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List of Abbreviations

ABTA	Association of British Travel Agents
AQI	Authority Quality Index
AT	Air Transport
BOP	Bottom of The Pyramid
BSR	Business for Social Responsibility
CBE	Community-Based Ecotourism
CEC	Commission of the European Communities
CG	Corporate Governance
CO_2	Carbon Dioxide
CR	Corporate Responsibility
CRM	Customer Relation Management
CSER	Corporate Social and Environmental Responsibility
CSR	Corporate Social Responsibility
EASA	The European Union Aviation Safety Agency
EEAA	Egyptian Environmental Affairs Agency
EEPP	Egyptian Environment Policy Program
EGP	Egyptian pound
EHA	Egyptian Hotels Association
EIA	Environmental Impact Assessment
EMS	Environmental Management System
ENPI	European Neighbourhood and Partnership Instrument
ESIA	Environmental and Social Impact Assessment
ETA	Egyptian Tourist Authority
ETF	Egyptian Tourist Federation
EU	European Union
Euro Med	European Mediterranean
FEE	Foundation for Environmental Education
G	Government
GATD	General Authority for Tourism Development
GDP	Gross Domestic Product
GDS	Global Distribution System
GIS	Geographical Information System
GIZ	Gesellschaft Für Internationale Zusammenarbeit
GRI	Global Reporting Initiative
GSH	Green Star Hotel
GSTC	Global Sustainable Tourism Council
H	Hotel
HR	Human Resources
IHG	Intercontinental Hotel Group
IMEX	Worldwide Exhibition for Incentive Travel, Meetings and Events
IOSA	International Organizational Studies Association
ISAGO	IATA Safety Audit for Ground Operations
ISO	International organization for standardization
ITB	Internationale Tourismus-Börse
KPI	Key Performance Indicator

LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
Ltd	Private Limited Company
MOT	Ministry of Tourism
NGOs	Non -Governmental Organizations
RSSTI	Red Sea Sustainable Tourism Initiative
SC	Supply Chain
SCM	Supply Chain Management
SD	Sustainable Development
SDGs	Sustainable Development Goals
SR	Social Responsibility
SSC	Sustainable Supply Chain
SSCM	Sustainable Supply Chain Management
STSC	Sustainable Tourism Supply Chain
STSCM	Sustainable Tourism Supply Chain Management
TBL	Triple Bottom Line
TDA	Tourism Development Authority
TO	Tour Operator
TOI	Tour Operators' Initiatives
TSA	Tourism Satellite Analysis
TSC	Tourism Supply Chain
TSCM	Tourism Supply Chain Management
UK	United Kingdom
UN	United Nation
UNDP	United Nations Development Programme
UNEP	United Nations Environment program
UNFCCC	United Nations Framework Convention on Climate Change
UNPRI	UN Principles for Responsible Investment
UNWTO	United Nations World Tourism Organization
US	United States
USA	United States of America
USAID	United States Agency for International Development
WBCSD	World Business Council for Sustainable Development
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

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CHAPTER ONE

1. CHAPTER ONE: INTRODUCTION

This research explores sustainability in the tourism supply chain within tourism supply chain actors in Egypt. The introduction is a brief outline of the background and the basis of the study, identifies the research problem, introduces the research aims, objectives and questions, and presents the research context outlining the potential of the study. It also provides an overview of the research methodology, evaluates the contribution of this research and gives an overview of the whole thesis structure.

1.1. Background

Generally, a traditional supply chain management (SCM) focuses on how to increase economic values. Therefore, the main driver of a supply chain is to sustain long-term profit (Ashby, Leat, & Smith, 2012; Xu & Gursoy, 2015). Nevertheless, economic sustainability of a supply chain alone might be not sufficient. This is because pressure imposed on businesses by grassroots organisations, governments, competitors, consumers, community organisations and shareholders are demanding more sustainable and responsible environmental and social practices (Hassini, Surti, & Searcy, 2012; Xu & Gursoy, 2015). It is clear that developing and supporting environmentally and socially responsible business practices helps to increase businesses profits, because sustainability has a positive effect on customers' actions and perceptions (Jayaraman, Singh, & Anandnarayan, 2012; Xu & Gursoy, 2015).

Previous research claimed that a business must be responsible for every aspect of its field (Xu & Gursoy, 2015), including correlation between people, the planet, and profit (Kleindorfer *et al*., 2005; Xu & Gursoy, 2015). The approach of triple bottom line (TBL) reporting indicates that building supply chain sustainability entails coordination between different sustainability aspects: social, environmental, and economical (Neto *et al*., 2010). Accordingly, Seuring & Müller, 2008) defined a sustainable supply chain (SSC) as the management of material, information and capital flows as well as collaboration among companies within the supply chain to attain three sustainability development goals: economic, social, and environmental sustainability.

The environmental aspect focuses on reducing negative environmental effects resulting from the operation of an SC (Hassini *et al*., 2012; Xu & Gursoy, 2015). The social aspect maximises the social welfare of the supply chain stakeholders as suppliers, customers, employees, and everyoneone affected by the business operations (Gopalakrishnan *et al*., 2012; Xu & Gursoy, 2015b). Lastly, the economic aspect centres on creating and maintaining long-term profitability (Kleindorfer *et al*., 2005).

Relevant studies focus on SSCM within the context of sustainable practices within SC, their impact on buying behaviours of consumers and their loyalty in different fields including hospitality (Jayaraman *et al*., 2012; Teng, Horng, Hu, Chien, & Shen, 2012; Xu & Gursoy, 2015). These research findings proposed that sustainability practice would positively affect customers' actions and perceptions (Jayaraman *et al*., 2012; Xu & Gursoy, 2015), although the focus of previous studies in the tourism field was on only one sustainability issue (e.g., environmental, social or economic). The environmental dimension includes green practices and environmental management (Rahman, Reynolds, & Svaren, 2012; Xu & Gursoy, 2015). The social aspect focuses on the community angle in CSR (Paek *et al*., 2013; Xu & Gursoy, 2015). The economic dimension concentrates on fiscal advantages linked to performance, survival or growth in the supply chain (González-Rodríguez *et al*., 2015). However, an inclusive view of all three sustainability dimensions in supply chain management in tourism has received less attention from scholars (Xu & Gursoy, 2015).

Tourism may be an extensive international system which concurrently affects and is affected by the environment (Zolfani *et al*., 2015). Per se, tourism companies should address the challenges of the environmental conservation aspects of the system. This needs a system-wide approach to environmental problems supporting associated understanding of the quality of the tourism companies' structure, and therefore the nature of its mechanisms (Zolfani *et al*., 2015). Each aspect of sustainability has been covered in research within different industries, yet if we dig deep, some gaps can still be discovered in the literature of the sustainable tourism supply chain (STSC). The social, environmental and economic aspects are very intensive, and it appears that the STSC has more than one dimension. According to Zolfani *et al*. (2015), the principle

of sustainability and sustainable development (SD) is dynamic, and the improvements ought to be considered from facts and views of the dynamic of the sustainability framework.

According to the International Standards Organisation (ISO), corporate social responsibility (CSR) is defined as " *an organisation's responsibility for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that: contributes to Sustainable Development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organisation and implemented in its relations.*" (ISO, 2012). CSR is considered as a means and method of accomplishing business towards sustainability. Moreover, The World Business Council for Sustainable Development (WBCSD) recognises CSR as a business's obligation to contribute to economic sustainability, which involves engaging employees and their families, local people, and society at large to enhance the quality of life (Kotler & Lee, 2005; WBCSD, 1999).

The concepts and applications of this new perspective in tourism have been established in several countries. Additionally, literature can play a strategic part not solely in having a healthy and sustainable tourism business, but also in the development of countries' economy and their current and forthcoming stakeholders (Zolfani *et al*., 2015). The researcher believes that sustainability in TSC has taken the initial steps and requires additional research and analysis. The entire analysis is grounded in local situations, whereas in the future, tourism sustainability should be multinational.

1.2. Research Context

Egypt is remarkable for both its history and geographical location, enriching the country with historical, natural and cultural attractions, and enhancing its tourism potential. There are numerous destinations in the country with an assortment of attractions that fulfils the needs of both domestic and inbound tourists. Egypt is rich with tourist assets, expanding the range of choices among travellers, including tourism

which is: cultural, adventure, recreational, therapeutic and religious, eco, sport, golf safari, yacht, desert and maritime. In addition, there are festivals, cultural events, exhibitions and conferences (Nair, 2007).

Beach tourism is very important due to Egypt's climate and extensive beaches and coastlines positioned on the Mediterranean and the Red Sea. Moreover, Egypt is famous for its desert landscapes, mountains and protected natural areas, which encourage other types of tourism such as environmental, sports and safaris (State Information Service, 2013). Moreover, its many historical treasures make culture tourism a unique and competitive element in Egypt's tourist sector (Egypt SIS, 2010). Leisure and recreational tourism include all the previous types of tourism.

Due to the richness of such natural assets, which determines the assortment and range of the tourist products, it is disputed that the tourism sector performs well below its potential. (Ragab, 2007). Uniqueness in the features and the tourism experience in Egypt, are characterised by history, climate, location, heritage, scenery and extensive beaches. Tourism contributes significantly to the economy and is considered by many observers as the country's economic lifeblood. All through history, attention has been given to the tourism sector from both the private sector and the government. Subsequently tourism has connections with most economic sectors and its impact on the economy is more effective than its GDP direct contribution.

Tourism is an important sector in Egypt that has robust relationships to several economic areas (BMI, 2018). Revenues from tourism in 2018/19 contributed to (USD 12.6 bin), which represents 4.2% of Egypt's total GDP (Abdelsalam & Elbelehy, 2020; CBE, 2020). The total revenue from tourism in 2018 reached EGP 174.1bn, which is a 124% increase from the year before and represents 15% of the country's GDP. The tourism sector in Egypt is one of the biggest employers, providing 3.1 million jobs or 9.5% of the total workforce (Abdelsalam & Elbelehy, 2020; World Travel and Tourism Council, 2018).

In 2018, Egypt recorded 9.8 million international arrivals, with a 48% increase compared to the previous year. Most of the international tourists' arrivals are from

Europe with 59%, mostly from Ukraine, the United Kingdom and Germany. Next, Middle Eastern tourists from Jordan and Saudi Arabia. make up 22%. Lastly arrivals from the African market mostly from Sudan represent 7%. In 2018, the average night stay was 10.8 nights, an increase from the previous year of 7.9 nights (BMI, 2018). Egypt's tourism budget for the fiscal year 2018/2019 was EGP 1.8 billion an increase from EGP 1.6 billion the previous year (OECD, 2020). Around half of tourism spending is on food and beverages and accommodation, one-third is on transportation, and the remainder on other expenditure such as buying handicrafts, and entrance tickets to monuments and museums. In the early year of 2020, the UN World Tourism Organisation (UNWTO) reported a growth in the Egyptian tourism sector in 2019. It recorded more than 13.5 million tourists with a 21% jump increase. Moreover, Egypt, topped many 'best tourist destination' lists of 2020, stated in the US '*Forbes*' magazine (Abdelsalam & Elbelehy, 2020; Lewis Sanders IV, 2020).

As mentioned before, tourism is one of the main sources of income in Egypt. However, the industry was disrupted by January 25th revolution in 2011. In reality, the Egyptian tourism sector suffered an exceptional situation and a massive crisis, following the dramatic political changes in a local and regional context (WTTC, 2011). The catastrophic consequences of the Arab Spring revolutions in the Middle East and countries of North Africa as a whole, and the 25th of January in Egypt, created a major challenge for tourism. Tourist flow dropped by 45% reaching less than 9 million (Bly, 2011; Ramzy, 2013) in comparison to 2010 which was over 14 million (UNWTO, 2011). In addition, there was a severe decline which the country witnessed all over the tourism sector, from car rental agencies to hotel accommodation. As a result, Egypt left the club of the 20 top tourism countries, that it had joined in 2010, according to the 2011 report of International Tourism Organisation. At the end of 2012, the country faced continuous unrest and violence. At that time the country was moving toward slow growth, slowly returning to the pre-crisis levels. Egypt had faced a number of challenges, ranging from numerous years of economic and political instability to a high number of security incidents (Tomazos, Butler & Suntikul, 2017). The Egyptian tourism sector has been relatively resilient in facing these challenges in the past and with the right time and conditions tourism is expected to bounce back again.

Tourism must be encouraged and promoted properly as it is a central domain for economic development in Egypt. Tourism activities are mostly focussed on Cairo, the Red Sea, Sinai and Upper Egypt. Moreover, nearly 95% of tourism activities in Egypt are culture and leisure oriented (Ramzy, 2013). If the economic development is, to some degree, centred on tourism, then the tourist products should be diversified. Sustainable tourism has the substantial strength to influence economic and social development. Currently, it is vital to improve and manage sustainable tourism as well, as this can only be prearranged through developing new touristic areas and presenting new tourism practices.

The main pillar for the cultural and natural resources for tourist's attraction is the environment. To have successful sustainable tourism development, it is essential to maintain environmental conservation and protection. Environmental resources should be managed in any tourism destination to prevent a drop in tourist satisfaction, which has a negative effect on these resources, or socioeconomic issues for the local society (Ramzy, 2013). As environmental protection is typically considered one of the lowest significant concerns for tourism, planning and developing environmentally friendly forms of tourism is important.

1.3. Research problem

The concepts of sustainability and CSR have been widely discussed, but in an isolated standalone fashion. Only recently, discussion combining both concepts gained attention in the literature and yet there is no clear framework about how CSR could achieve sustainability, be conceptualised, influence the performance of TSC or be managed. Moreover, little is known about how CSR is being presented as sustainability practices in the TSC context in Egypt. Lack of sustainable CSR conceptualisation hinders the development of a sustainable TSC framework, which is important in enabling TSC to compete and survive in a volatile and demand-driven sector such as the Egyptian tourism industry.

Therefore, the main objective of this research is to critically explore the phenomenon of sustainability in TSC in Egypt, then develop and provide a TSC

sustainability model, linking CSR with sustainability through a sustainable development legislative framework.

1.4. Research Aims, Objectives and Questions

Recently, the significance and importance of CSR and sustainability have witnessed intensive growth (Frey & George, 2010), because of the rising tourist demand for sustainable tours and packages (CBI, 2014; The Visit Initiative, 2004). Several people consider it necessary to define a responsible role for business in society, as well as their adherence to social, legal, ethical, and responsibility criteria (Lindgreen & Swaen, 2005; Van der Merwe & Wocke, 2007). Following sustainability practices and the adoption of the TBL approach ensure that tourism companies protect themselves from the risk to their image and reputation (Frey & George, 2010; Sandve *et al*., 2014). Within this perspective, CSR has progressed from an idea to existence in real life in an attempt to be involved in current business practices (Lindgreen & Swaen, 2010). Even if companies are trying to follow and establish a CSR commitment, many still struggle with the effort (Lindgreen & Swaen, 2010). Therefore, company managers should be assured that their CSR policies and decisions are oriented for the purpose of achieving sustainability in the TSC, so that they can reach their expected level of competitiveness in the global tourism market.

1.4.1. Research Aims

The aim of this research is to critically investigate the issue of sustainability in TSC, focusing on how implementing CSR practices can contribute to achieving sustainability within the TSC in Egypt. More specifically, it aims to provide a comprehensive account of how sustainability related CSR practices are being utilised, and if these practices cover the spectrum of sustainability related issues. It presents what has already been achieved to enhance tourism sustainability, and what, if any, challenges have emerged during the process. The focus of this research to understand CSR and sustainability practice in Egyptian TSC, not measuring sustainability performance on a destination level. Furthermore, this study aims to advance an understanding of the main barriers and drivers in applying sustainability from different

tourism supply chain actors' viewpoints. The main contribution of this research is to critically explore sustainability in the TSC in Egypt, then develop and provide a TSC sustainability model linking the CSR sustainability through a sustainable development legislative framework. This is to be achieved through different tourism supply chain actors such as: tour operators (TOs), hotels, government, and air transport providers. The framework presented will be discussed in two stages: the first stage is the need for legislative framework, and the second stage embeds this framework to the TSC sustainability model.

1.4.2. Research Objectives

Objective 1: Determine the key actors in the tourism supply chain in Egypt and investigate their perception of the concept of sustainability.

Objective 2: Explore key factors and drivers to implement sustainability initiatives (environmental, social, and economic) in the tourism supply chain in Egypt.

Objective 3: Critically appraise the problems and challenges facing the tourism supply chain to implement and achieve sustainability in Egypt.

Objective 4: Explore key drivers for CSR commitment in companies in the tourism supply chain in Egypt.

Objective 5: Critically appraise the problems facing companies in the tourism supply chain in Egypt to implement CSR policy.

Objective 6: Critically evaluate the involvement of sustainability initiatives (environmental, social, and economic) in the CSR policy in companies in the tourism supply chain in Egypt.

Objective 7: Present a conceptual framework to recommend sustainability in the tourism supply chain by imbedding CSR in a core business model and policy as an agent to sustainability implementation.

1.4.3. Research Questions

The research questions are:

RQ1: What is the understanding of the sustainability concept in the field of the tourism supply chain according to supply chain actors in Cairo, Egypt?

RQ2: What are the key drivers for implementing sustainability initiatives in the tourism supply chain in Cairo, Egypt?

RQ3: What are the current barriers facing companies in the tourism supply chain in Egypt to implement sustainability?

RQ4: What are the company's drivers for CSR policy commitment in the tourism supply chain in Egypt?

RQ5: What are the key barriers to practice CSR within tourism supply chain actors in Egypt?

RQ6: What are the current sustainability practices being implemented in the tourism supply chain in Egypt?

RQ7: Does the current CSR Policy involve sustainability practices within tourism supply chain actors in Egypt?

1.5. Research Methodology

This research is largely exploratory in nature owing to a lack of knowledge regarding the phenomenon of sustainability. The researcher believes that the most suitable approach would be to explore the phenomenon of sustainability in the context of TSC in Egypt. Moreover, the qualitative approach is suitable for addressing these research questions and find means to interpret data. The use of qualitative study derives from interpretive research philosophy (Denzin & Lincoln, 2005). The purpose behind implementing this research philosophy is that it helps the researcher to make sense of a social phenomenon as a way of achieving the research objectives (Saunders *et al*., 2012). Interpretive philosophy is more appropriate for exploring the perceptions and insights of diverse matters in the social domain. Additionally, this research used an inductive approach. According to Mentzer and Kahn (1995) and Näslund (2002), the inductive approach in SCM discipline increases the chance of adding value. This is through exploring new insights in the authentic situations of the organisations.

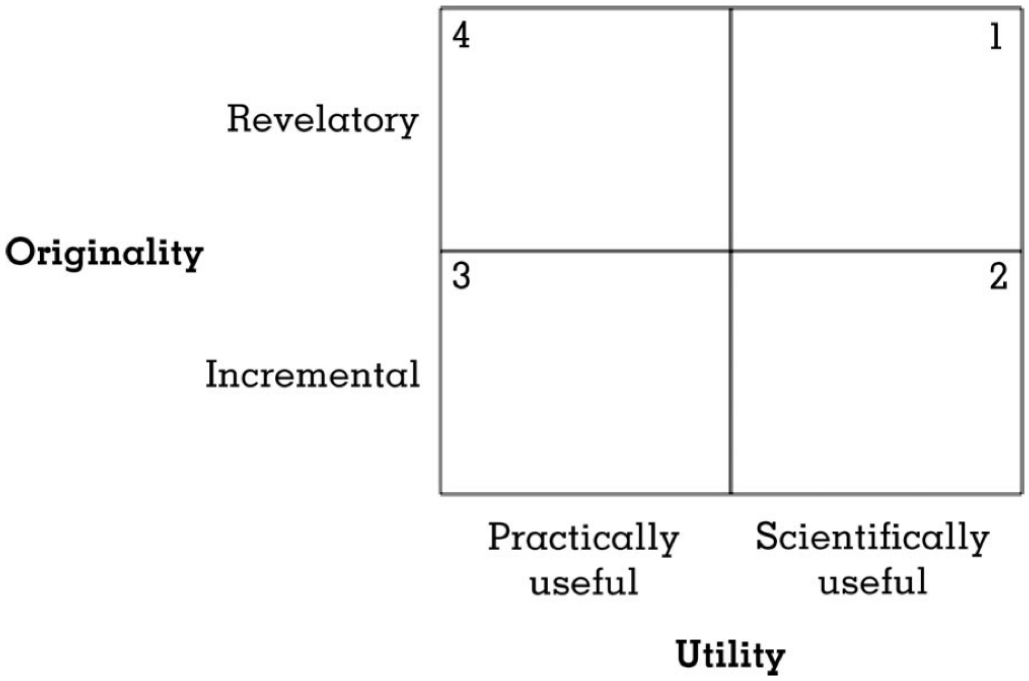
The chosen area of study is Cairo, as it is the capital of Egypt and central city for international visitors in the Middle East region (Helmy & Cooper, 2002). Sustainability in Cairo is still under researched in comparison to other cities (e.g., El-

Gouna, Hurghada, Sharm el Sheikh, Marsa Alam on the Red Sea coast) (Gohar and Kondolf, 2020; Mahgoub, 2022), which are dependent on beach tourism. Additionally, the chosen samples are based on the TSC structure identified and the 1st tier suppliers, the central headquarters of international chain hotels, main international tour operators, Ministries' governments and the main airline carrier (Egypt Air) which are based in Cairo.

1.6. Contribution of The Research

To pinpoint the anticipated contributions of this research, this study applied Corley and Gioia's (2011) theoretical contribution model, which is divided into two main sections: originality and utility in a universal 2x2 matrix (see Figure1. 1). The originality dimension considers that understanding can be advanced incrementally or in a way that provides some form of revelation, whereas the utility dimension describes the practical and scientific usefulness and applicability of the research (Corley & Gioia, 2011). This research provides three principal contributions, at theoretical, practical, and methodological levels.

Figure 1. 1:Current Dimensions for Theoretical Contribution



Source: Adapted from Corley and Gioia (2011)

1.6.1. <u>The Theoretical Level</u>

First, this study contributes to literature on TSC sustainability that has failed to provide an extensive understanding in CSR and sustainability in TSC. This research achieves the following: expands the conceptual understanding and awareness of sustainability within the TSC in Egypt; increases the understanding of key factors and drivers for sustainability initiatives implementation; expands the awareness and understanding of key challenges in implementing sustainability initiatives in the TSC in Egypt; increases the understanding of key drivers for CSR commitments within the TSC; increases the understating and awareness on the key CSR practices regarding environmental, social, and economic initiatives. Secondly, this research enriches the fields of sustainability and TSC by providing an appropriate theoretical framework for implementing sustainability through the CSR legislative framework. Thirdly, it adds a new understanding of a different and ignored cultural background in existing literature relating to sustainability in TSC. Finally, it provides future researchers with a relevant extensive framework of CSR and sustainability in the TSC in Egypt to follow.

1.6.2. The Practical Level

Firstly, this research contributes to existing CSR and sustainability practices in TSC from a unique cultural background. Egypt is a country that has largely been ignored in previous studies of sustainability of TSC. Secondly, this research is beneficial for managers, employees, and leaders at all levels and in every function within the companies across TSC. It will help decision makers to recognise and implement key sustainability practices within TSC and improve CSR practices based on key sustainability drivers. Furthermore, it offers tourism companies with specific understandings of CSR and guidelines to embed CSR in their business. Finally, the developed framework provides comprehensive guidance for tourism companies to implement sustainability. This framework could assist decision makers to deploy sustainability within their companies' CSR policies to improve their sustainability performance. The framework can help the government to effectively implement and monitor sustainability through the tourism sector.

1.6.3. The Methodological Level

The research methodology is focused on TSC sustainability, an area that is significantly under-researched. This research, guided by the interpretive approach, undertook an in-depth understanding in CSR and sustainability with different TSC actors in Egypt, an area that has not been explored. Qualitative methodology was used through semi-structured interviews relating to sustainability understanding in the TSC in Egypt.

To evaluate the above contributions, this research is incremental from an originality dimension and practically useful from a utility dimension (Quadrant 3, Figure 1. 1) (Corley & Gioia, 2011).

1.7. Scope and Limitation of The Study

The practical scope of this study is limited to different actors in the TSC in Cairo, mostly international companies in the tourism sector. Consequently, this study does

not highlight any changes between public and private sectors, small and medium-sized enterprises, namely SMEs with a big companies' approach to sustainability. This research selected international private companies from tour operators and hotels. Therefore, the views of non-international and SMEs from tour operators and hotels are missing.

This is exploratory research based on a qualitative methodology for understanding sustainability in TSC and did not use any quantitative analysis. Therefore, it did not measure the performance of any sustainability indicator identified within the TSC actors.

The aim of this research was to answer the research questions not testing hypothesis. Therefore, more research is needed with more articulation for further exploring the complex relationships of implementing sustainability through CSR practices to improve sustainability in TSC. Moreover, this study adopted the viewpoint of different actors in the TSC in Cairo, whereas more a detailed and elaborated study is need on each actor alone including different tourism-based cities in Egypt.

Although a legislative framework and TSC sustainability model are developed, the model needs to be validated and tested on the tourism companies.

1.8. Research Structure

This thesis has seven main chapters, as shown in Figure 1. 2, 'Research Structure Plan', and is organised accordingly.

Chapter one discusses the background and the reasons for the research, explains the research aims, objectives and questions. It concentrates on the potential benefits of the research, its scope and its limitations. Lastly it gives an overview of the chapters involved in this thesis in the research structure.

Chapter two reviews the literature on several areas of sustainability in general and in the field of TSC in particular. Adding to the full review and the analysis of the literature, it assisted the researcher in finding gaps in the research.

Chapter three reviews the literature on several areas of CSR in general and predominantly in the field of TSC. Adding to the full review and literature analysis, it assisted the researcher in finding gaps in the research. Later in this chapter a conceptual framework was developed.

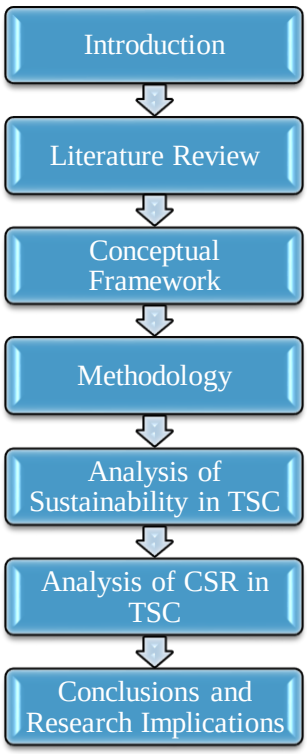
Chapter four discusses the research methodology to meet the research aims and objectives. Furthermore, it considers the reason behind choosing a qualitative methodology for this study, besides explaining the sample size for this study. It also describes the adopted research process.

Chapter five presents the discussion of the data gathered, with a special emphasis on how the research aims and objectives are being achieved regarding the knowledge of sustainability, along with the key drivers and challenges faced by the companies in sustainability implementation.

Chapter six formulates the outcome and analysis resulting from the findings of the data collected from supply chain actors regarding CSR implementation, and its link to sustainability within the TSC. Moreover, the key drivers and challenges faced by the companies in CSR implementation has been discussed in detail.

Chapter seven discusses and highlights the conclusions and recommendations. The key findings are summarised, along with the recommendations for future research in implementing CSR to achieve sustainability in TSC for enhanced sustainability practices, in addition to limitation and future research.

Figure 1. 2: Research Structure Plan



Source: Created by The Author

1.9. Chapter Summary

This chapter has presented the research background. The research problem was reached by highlighting the gaps in the literature. Several objectives were defined. An appropriate research approach helped to explain the main aims and objectives to be achieved in this study. The content of each chapter was briefly outlined. The next chapter will review the existing literature regarding sustainability in TSC.

CHAPTER TWO

2. CHAPTER TWO: A CRITICAL REVIEW OF RESEARCH ON SUSTAINABILITY AND TSC

This chapter reviews existing literature and provides background knowledge to the areas of TSC and sustainability of TSC. It can also stand alone in this study. Therefore, the reader would be able to learn about TSC and its sustainability, from the chapter as a base of the research in terms of its settings. It also aims to offer a basic understanding of the features of the tourism sector and TSCM as it is new to SCM research which has hardly been discovered (Zhang *et al.*, 2009).

2.1. Tourism, Sustainability and CSR

The UNWTO defined tourism as *"... a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes"* (United Nations World Tourism Organisation, 2012: 12). Not all travel and hospitality services are solely for tourists, but are partially for the purpose of tourism. We need to precisely identify activities served within the tourism industry whether they serve tourists or not. Tourism is considered one of the main consuming industries for resources in the world, especially regarding the use of water, energy, and minerals. Moreover, the tourism industry is important and the fastest evolving global industry in relation to the number of employees and its possible environmental, social, and economic impacts (Babu, Kaur & Rajendran, 2018; Holjevac, 2003).

Tourism has unintentionally created considerable socio-cultural and environmental problems in developing countries such as inflation and increase in land prices, leakage of economic benefits, degradation of culture, harm to cultural heritage sites, breeding birds' disturbance, and pollution from waste disposal in tourist destinations (Sasidharan *et al.*, 2002). Despite negative impacts, there are also positive contributions from tourism, such as hard currency provision, opportunities for full-time and part-time jobs, growth in the gross national product and income, and the provision of tax revenue for governments.

Sustainability over the years has become a strategic goal in achieving long-term profitability and promoting companies' CSR. Awareness of sustainability is frequently derived from internal and external pressures, as legislative and stakeholder pressures (Wolf, 2014; Winter and Knemeyer, 2013). On the one hand, sustainability not only recalls economic aspects, but also social and environmental factors to follow which makes it a challenging issue. On the other hand, global organisations recognise sustainability as a strategic goal (Closs *et al.*, 2011; Siegel, 2009).

The supply chain (SC) plays a significant role in encouraging sustainability (Linton *et al.*, 2007; Carter and Rogers, 2008). Ensuring sustainability integration in various layers of the SC has become the biggest challenge for an individual producer in connected SCs (Schoenherr *et al.*, 2012) and strategies are in development to improve the performance of socio-cultural and environmental factors throughout the SC (Vermeulen and Seuring, 2009). The SC concept is applied to manufacturing and service industries, as any industry has its own SC usually integrated with other SCs, either in production like factories or services like tourism. This will be the core of this study.

In most developing countries tourism is a fruitful option for economic progress, but the existing practices of tourism may not be sustainable, which impacts the health of the environment, society and the tourism industry itself. Kasim (2006) identified tourism as sustainable - that is, it meets the tourists' and citizens' needs even though protecting and improving future opportunities. Hospitality companies, tour operators, travel agencies, tourism businesses, governmental agencies, transportation companies, tourists, society, NGOs, etc., are required to collaborate to address all environmental and social issues that have a negative effect on destinations and the entire tourism industry.

In this study, investigation is required about the sustainability of TSC in Egypt. CSR will be linked to the sustainability agenda in chapter 3. As the literature on developing economies studies uncovers the institutional voids, there is great potential for developing new frameworks and practices. This combination proposes an

opportunity to play a practical role in influencing CSR frameworks and practices in developing countries. The target is to sharpen the strategic ground of responsible practice in TSC. The academic underpinnings recommend that hospitality industries and tourism enterprises constantly witness dynamic attitudes from each customer and the company (Camilleri, 2014). This contribution specifies some details regarding sustainability developments in TSC. Afterwards, it identifies key aspects and problems of sustainable tourism as well as CSR policies within the TSC. There is continuous discourse in seminars, conferences and international fora regarding responsible behaviour, sustainability of tourism and therefore connected aspects (Camilleri, 2014). Although few discussions were concerned with developing countries and Egypt in particular. as a developing country Egypt does not have a clear incorporated strategy for social and environmental responsibility of businesses; the sustainable tourism supply chain is not mature or well defined in the tourism sector. Therefore, this chapter will undertake an overview of key actors' role in the TSC in Egypt highlighting the current status of sustainable practices in hotels, tour operators, tourism government ministries, air transport sectors and barriers facing the industry.

In the next section, the focus will identify the links between sustainability and tourism.

2.2. Sustainability and Tourism - The Triple Bottom Line

The Triple Bottom Line (TBL) is most referred to when examining the sustainability of the tourism industry. TBL, an expression first created in 1994 by John Elkington and used later in 1997 in his book '*Cannibals with Forks: The Triple Bottom Line of 21st Century Business*', defines three bottom lines. The first bottom line is the measurement of the economic value or business profit, which is also known as the bottom line of ***profit*** and loss account. The second one is the ***people*** account, measuring the business's social responsibility of the business operations. Lastly, the third bottom line is the business ***planet*** account, measuring the business's environmental responsibility. The TBL is made up of three Ps, which are profit,

people, and planet. It aims to measure the companies' financial, environmental and social performance over a specific period (The Economist, 2009).

Sustainability was defined by Grant *et al.* (2015) from two viewpoints. The first is the capability of being sustained, which emphasises the importance of economic development. The second is the capability of maintaining a stable level without acquiring negative impacts on the environment or ecological damage. The key feature in their account is the concept, "*green is green*". To be successful, sustainable initiatives should be linked to economic and long-lasting sustainability of the company, in their words, *"green being the colour of money"* (Grant *et al.*, 2015: 31). Alternatively, Costanza and Patten (1995:193) argued that sustainability, "*casts the problem as definitional, when in fact it is more one of prediction of what will last, and of achieving consensus on what we want to last, and it accounts for the range of interrelated time and space scales over which the concept must apply.*" They argued the implied meanings in sustainability, biologically, specifically ensuring living to reproduce and avoiding extinction, economically to avoiding disasters, vulnerabilities, collapses and major disruptions by protection against discontinuities and instabilities. Sustainability concerns temporality, particularly continuity.

The current research still stresses the importance of the sustainability concept understanding for better applicability, implementation, and outcomes. The TBL concept adopted in this research requires balance in a company's participation in economic, social, and environmental practices for reaching long term economic development and competitive advantage (Elkington, 1998).

2.2.1. Sustainable Tourism Supply Chain (STSC)

Before discussing sustainability in the TSC, a definition of sustainable supply chain management SSCM is needed. This will help to understand the concept of sustainability on the TSC. The idea of sustainability has been interpreted in various ways. Initially, sustainability focused on environmental aspects, but later approaches integrate social, environmental, and economic perspectives. There are many definitions for SSCM among these Seuring and Müller's (2008: 1700). *"Sustainable*

SCM is the management of material, information and capital flows as well as cooperation among companies along the supply chain while integrating goals from all three dimensions of sustainable development, i.e., economic, environmental and social, which are derived from customer and stakeholder requirements. In sustainable supply chains, environmental and social criteria need to be fulfilled by the members to remain within the supply chain, while it is expected that competitiveness would be maintained through meeting customer needs and related economic criteria."

According to Wolters (2003: 8), SSCM, *"involves issues of sustainable development insofar as companies can be held responsible for the social and environmental impacts arising along the supply chain. It demands that companies integrate ecological and social aspects into their decisions and actions, not only internally but also along those supply chains that determine the economic value of their business."*

Carter and Rogers (2008) defined SSCM as, *"the strategic, transparent integration and achievement of an organisations' social, environmental, and economic goals in the systemic coordination of key inter-organisational business processes for improving the long-term economic performance of the individual company and its supply chains."* (Carter and Rogers, 2008: 368).

According to Font *et al.*, (2008) SSCM, "*adds sustainability to existing supply chain management process, to consider environmental, social, and economic impacts of business activities.*" Font *et al.*, (2008:260).

Finally, Tate *et al.* (2010) defined it. "*Firms are increasingly under pressure from stakeholders to incorporate the triple-bottom line of social, environmental and economic responsibility considerations into operations and SCM strategies."* (Tate *et al.*, 2010: 19).

When sustainability was introduced to the tourism industry, The World Tourism Organisation defined sustainable tourism as: *"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 management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, and biological diversity and life support systems." (WTO, 2001:12). Font *et al.* (2008: 260) mentioned that SSCM in tourism, "*encapsulates the trends to use purchasing policies and practices to facilitate sustainable development at the tourist destination*."

Research and practitioners have been paying serious attention to issues in sustainability (Markey & Davis, 2007; Farsari, 2012; Xu & Gursoy, 2015). Previous research findings claimed that reaching real sustainability necessitates the involvement of all or most players in sustainability efforts and is not achieved through a single firm effort (Zailani *et al.*, 2012; Xu & Gursoy, 2015). If a firm aims to contribute to sustainability and take actions to use environmentally friendly products, it may not greatly be affected if they come from materials that are harmful to the environment (Xu & Gursoy, 2015). Therefore, Xu & Gursoy (2015) claimed that companies apply sustainability from the upstream of the SC. Consequently, cooperating and sustainably selecting suppliers should have a great impact on SCM sustainability (Hollos, Blome, & Foerstl, 2012; Xu & Gursoy, 2015). Former studies claimed that to achieve SSCM, economic, social, and environmental aspects need to be considered as suggested in the TBL approach (Hall, Matos, & Silverstre, 2012). Hence, dimensions of TBL are the environmental, social, and economic aspects of sustainability.

2.2.1.1. Environmental Dimension

The environmental dimension is always connected to the greening of SCM (Xu & Gursoy, 2015; Zhu *et al.*, 2008), and focuses on minimising negative impacts on the environment from supply chain operations (Hassini *et al.*, 2012; Tsai, Suh & Fong, 2012; Xu & Gursoy, 2015). Dealing with the environmental dimension of SSC entails businesses taking actions in two areas (Xu & Gursoy, 2015), which are environmental collaboration and environment monitoring (Vachon, 2007; Xu & Gursoy, 2015). Generally, environmental collaboration centres on preventing pollution, while

environmental monitoring consists of environment management systems and pollution control (Vachon, 2007).

2.2.1.2. Social Dimension

The social dimension has developed into a great challenge for SSCM. This is due to the complex nature of the supply chain which grows as the number of stakeholders increases (Hall *et al.*, 2012). The focus of the social dimension is to maximise the welfare of external and internal people in the business (Gopalakrishnan *et al.*, 2012; Xu & Gursoy, 2015).

The internal people in the business are employees whose training, and health and safety are the business's main concerns (Kleindorfer *et al.*, 2005, Vachon, 2007; Xu & Gursoy, 2015). However, people who are external to business are: suppliers (Goodman, 2000), communities (Kleindorfer *et al.*, 2005; Xu & Gursoy, 2015), customers (Kleindorfer *et al.*, 2005) and governments (Linton *et al.*, 2007; Xu & Gursoy, 2015). According to Goodman (2000) suppliers concerns are primarily building long-term partnerships and cooperation. Community concerns include regional and locally established logistic providers or suppliers, as well as manufacturers placed in those communities (Tate, Ellram, & Kirchoff, 2010), community-oriented culture (Prokesch, 2010) and relations CRM (customer relationship management) (Kleindorfer *et al.*, 2005). Concerns of customers embrace fair-trade (Schwartz, Tapper, & Font, 2008) and relationships with customers as CRM (Xu & Gursoy, 2015; Kleindorfer *et al.*, 2005). Government concerns emphasise the governmental role, e.g., development and implementation of associated mandatory policies (Linton *et al.*, 2007; Xu & Gursoy, 2015).

2.2.1.3. Economic Dimension

The TBL reporting suggested that the economic aspect centres upon creating and sustaining longstanding profitability, whilst reducing environmental and social effects (Kleindorfer *et al.*, 2005; Xu & Gursoy, 2015). As revenue minus cost equals profit, then cost control and revenue growth are considered the main tools companies use to

reach economic goals. In addition, growth in the market share needs consideration and measurement as it reflects the market performance of the company (Kassinis & Soteriou, 2003; Xu & Gursoy, 2015).

Throughout the last two decades, the idea of sustainable tourism development has become universally accepted as a desired and politically applicable approach to TSC improvement (Sharpley, 2003; Zolfani *et al.*, 2015). The tourism business ought to be motivated towards 'clean green' tourism, that suggests companies should perform at optimum level to lessen the environmental impact of their actions. If a goal is to attain sustainability improvement, the activities of its principal companies should support this objective (Zolfani *et al.*, 2015). Dwyer and colleagues explicitly state that tourism companies ought to adopt a TBL approach to achieve sustainability growth, to confirm that companies incorporate economic, environmental, and social, info into decision-making. Companies should target sustainability in their actions if the destination as an entirety is to evolve to sustainability standards (Dwyer *et al.*, 2009; Zolfani *et al.*, 2015).

Consequently, to achieve sustainability, there is a massive need to increase the economic advantages to local people, and at the same time lower the social and environmental cost (Zolfani *et al.*, 2015). Nevertheless, it is often not a simple approach because it is highly difficult to accomplish (Tosun, 2001; Zolfani *et al.*, 2015). Authors reviewed economic influences of business in tourism through indicators like job opportunities creation and seasonality, wages growth, taxes/leakage, foreign exchange/leakage, benefits of sub-industries (indirect businesses supporting tourism sector, e.g., agriculture and fishing), local souvenirs, revenues from parks, and development of infrastructure to judge the indicators of sustainability for quick tourism development evaluation (Kumar & Hussain, 2014; Reddy, 2008). Sustainability factors guarantee practical and longstanding economic activities, offering socio-economic advantages equally distributed to all stakeholders, encompassing social services to hosting community, steady income and employment opportunities, and contribution to poverty reduction (UNWTO, 2004; Zolfani *et al.*, 2015).

According to Hall (2011) and Zolfani *et al.* (2015), sustainable tourism policymaking has become an interesting topic for scholars, private and public sectors, and organisations like the United Nations World Tourism Organisation (UNWTO), the United Nations Environment program (UNEP), and the World Travel and Tourism Council (WTTC). In the late nineties, international corporations and governments were drawn to regulate the tourism industry and educate the tourism members and host communities. Additionally, community leaders and different local stakeholders started to apply pressure to change tourism products to reserve the surrounding environment, conserve cultural heritage, and sharing revenues from tourism with local people (Zolfani *et al.*, 2015). Green, eco-friendly, and sustainable are currently common terms in promotional materials, tourism policies, and rules (Bowman, 2011; Zolfani *et al.*, 2015). Improvements and implementation of sustainable certification in tourism could be a method that could lead to in an essential debate and change in policymaking regarding the kind of tourism development a country should follow., This would result in a greater awareness of the requirements and contributions of local communities within the business community and cause a shift in attitude through generations and sectors (Bowman, 2011; Zolfani *et al.*, 2015).

Currently sustainable tourism is significant in the tourism industry. It is essential to inspire more tourists to travel green and more importantly to ensure that tourism is socially, environmentally, and economically sustainable. Many destinations have recognised the importance of sustainability for tourism development. However, this concept has not been practised widely by many developing countries and there are barriers that hinder sustainable development. It is essential to examine these obstacles that oppose sustainability development to determine how TSC can move towards sustainability, and then decide possible strategies to curtail them.

Overall, the sustainability of a tourism product is influenced by issues comprising the working condition and environment in destination countries: safety, as the safety of staff and customers in providing variety of a tourism products; and finally use and disposal of resources, involving recycling and reusing of waste, appropriate

handling, and measures to enhance the efficient use of resources. To achieve sustainable development in TSC, it is crucial attend to issues in tourism.

2.3. Sustainability Issues

2.3.1. Environmental Issues

The Egyptian tourism industry is a significant sector. However, it is assailed by the problems of environmental pollution and a negative impact on culture produced by excessive and unplanned tourism development. It is not unfair to say that the blind pursuit of economic benefits has resulted in both social and environmental problems. Tourists' interest in Egypt's cultural and natural heritage has contributed to pollution and waste (e.g., liquid, and solid wastes, air emissions) having an adverse impact on the ecosystem (Tapper and Font, 2004).

Environmental management research in the tourism sector has mostly concentrated on hotels (Alvarez-Gil *et al*., 2001; Aragón-Correa *et al*., 2015; Chung and Parker, 2008; Sharma, 2009). Remarkably, the insignificant attention given to the environmental issues in particular related to the impact of tourism activities on natural and cultural assets of communities in developing economies like Egypt, implies that the tourism supply chain is not regulated, and little understanding of required regulations exists among stakeholders (Aragón-Correa *et al*., 2015; Engau and Hoffmann, 2011). This research fills a significant gap in research on TSC by including travel agencies (Bagur-Femenias *et al*., 2013) and tour-operators (Adriana, 2009; Schwartz *et al*., 2008) to ascertain their perceptions and response to sustainability and the link with economic returns that they conceptualise.

The extremely complicated and fragmented structure of the tourism industry remains a significant challenge in achieving consensus and progressing coherent strategies for sustainable tourism business (Papatheodorou, 2004). The primary objective of the tourism businesses ought to improve an incorporated, constant approval for sustainable business quality, that enhances the probabilities of problem-free, smooth, and environmentally friendly tourism (Dabour, 2003; Verbeek,

Bargeman, & Mommaas, 2011; Zolfani *et al.*, 2015). Enhancing basic infrastructure, like transportation systems, roads, energy facilities, health care and academic institutions, is required for each of the local communities and tourists, which has not been properly established in the case of Egypt. Yet, the investment in services and resources to combat the negative impact of unregulated tourism activity is rampant in developing countries. Sustainable tourism needs to be addressed through effectively managing the balance between the demands of cultural conservation, environmental protection, and tourism development, focusing on quality, and achieving the balance between profitability and conservation (Elbarmelgy *et al.*, 2019). Yet, the main issue is the lack of political will and finance available to address some of these challenges (Dabour, 2003).

Some of the ecological and environmental consequences of tourism business practices and emissions are embedded in the macro problems and issues related to global warming, such as changes in the water cycle, level of noise, higher consumption of energy, and waste pollution caused by the tourism sector. This demonstrates the necessity to lessen the use of non-renewable resources to considerably decrease global warming and involves radical change in economic plans (Zolfani *et al.*, 2015). To ensure the continuing persistence of the tourism, it is important that touristic inputs, like transport and the environment, are combined in a sustainable way (Martin-Cejas & Ramirez Taurus, 2010; Zolfani *et al.*, 2015). The efficient use of resources might be a foundation in developing tourism and sustaining vital ecological steps to protect the natural biodiversity and heritage which are the core ideas of sustainability (UNWTO, 2004; Zolfani *et al.*, 2015). Yet, as the next section illustrates, social issues arising from unplanned tourism development are a significant problem in developing economies.

2.3.2. Social Issues

2.3.2.1. Unplanned Tourism and its Negative Impact on Local Culture

Authors note how unplanned tourism can compromise the distinctive social fabric of host communities resulting in the commodification of local culture (Agba *et al.*, 2010;

Brohman, 1996; Wall and Matheison, 2006; Yang and Wall, 2009). Following the advancement of the tourism industry, more ethnic minorities have gained from tourism, but with the commercialisation of tourism, real stakeholders like the local government, residents and enterprises in touristic destinations that can generate authentic accounts of local culture have not benefited (Elbarmelgy *et al*., 2019). A key reason is that the local community representatives are not involved in the planning process and their opinions are side-lined (ibid). Increasingly, in Egypt, this has created a highly fragmented situation and conflict between governmental stakeholders (Elbarmelgy *et al*., 2019).

Social and cultural effects are described as how tourism impacts values, behaviour, peoples' relationships, quality of life, lifestyle, morals and community structures within destinations as a result of the tourism industry development itself or from tourist-host relations (Hall and Page, 2003; Nillahut, 2010; Pizam and Milman, 1984). Development of tourism has an adverse impact on the social and cultural impacts of the community, such as affecting the manners and values of the host community which influences the identity of the native people (Andereck *et al.*, 2005). Likewise, it can be a stimulus of clashes between different cultures, bringing to the front disparities for ethnic, religious and cultural mores, drawing attention to different economic levels, and languages (Nillahut, 2010). Additionally, this entails more pressure on natural resources as water, energy, environmental degradation, and cost associated for the use of infrastructure. Finally, these developments can cause moral and ethical problems for local community as drugs, gambling, prostitution, alcoholism (Jaafar, 2015; Nillahut, 2010).

As argued by Nillahut (2010) providing comfort and support to the environmental, social, and cultural features of the community, in addition to delivering high life quality to locals, is a foundation of sustainability development plans. Therefore, poor development, planning and management of tourism, reduces the positive effects of its activities which can affect the local community negatively (Jackson, 2008; Jashveer *et al.*, 2011). According to Sharpley (2014), local communities struggle in the dilemma of benefits and costs of tourism developments.

If benefits and positive effects on local community outweigh the costs, this leads to more satisfaction in tourism development and contributes to its sustainability (Jurowski *et al.*, 1997; Sharpley, 2014; Wang and Pfister, 2008). Therefore, assessing how tourism effects are perceived by the local community is important for the development of tourism sustainability (Jaafar, 2015).

Generally, in developing countries, there is an absence of awareness of the significance of sustainability in tourism as an industry, and its positive economic impact as a possible source of employment and foreign exchange (Dabour, 2003). Even where there is an awareness, the lack of political will, absence of sustainable tourism-related knowledge and professional conduct makes it difficult to address and tackle negative social impacts resulting from tourism. There is an additional connected problem which is lack of communication about local culture and its fragility in marketing promotions and mass media coverage. This is due to limited understanding and the absence of coordination between governmental agencies (Dabour, 2003; Elbarmelgy *et al*., 2019).

2.3.2.2. *Rise in Local Aspirations*

Despite the negative social impacts of tourism on local society and culture, the positive effect is undeniable. For instance, there is a rise in local aspirations because of tourism income. Tourists have contributed to education and community-based tourism initiatives in many developing economies (Knowles *et al.*, 2003).

In Egypt, tourism has created an enabling environment for human resource development, security and infrastructure. While community involvement and participation in tourism planning and development seems to be limited and partnerships between government and private sector to enhance tourism entrepreneurship are also lacking, there has been a rise in community-led tourism initiatives (Elbarmelgy *et al*., 2019).

Overall, the necessary commitment and political will of the government to use tourism as a tool for poverty reduction is evident from the interlinked nature of the

Tourism Supply Chain (see Figure 2. 2 & 2. 3). Authors point out that Community-Based Ecotourism (CBE) has become the newest approach in the tourism development planning process to improve locals' living standards and protect natural resources (Elbarmelgy *et al*., 2019). Many stakeholders in Egypt's TSC (see Figure 2. 2, 2. 3), including NGOs, public and private sectors are actively facilitating greater involvement of community in tourism development initiatives, to enable locals to protect natural sites and improve the standards of people inhabiting them, their "quality of life" (Fekri, 2014). Other positive social impacts involve developments in social services, transportation infrastructure, recreational facilities and cross-cultural communication (Kim *et al*, 2013).

The next section focuses on different components of the tourism supply chain to elaborate the role of diverse actors.

2.4. Tourism Supply Chain Management (TSCM) – Different Components

The concept of TSCM is presently gaining interest as a new research agenda (Zhang *et al.*, 2009; Song, Liu and Chen, 2012; Zhang and Song, 2017). One explanation can be that SCM has already become an essential supply of competitive advantage for companies (Cao and Zhang, 2011; St. Christopher, 2011), and companies in tourism being sustainable (Schwartz *et al.*, 2008; Font *et al.*, 2008). Consequently, SCM plays an important role in this type of business. However, the analysis of TSCM remains rather immature and very restricted now (Song, Liu and Chen, 2012; Zhang *et al.*, 2009).

Before introducing TSCM, an overview is needed of the meaning of supply chain management (SCM). There are two main types of supply chains: manufacturing and service. According to Mabert & Venkataramanan (1998), SCM in manufacturing industries is "*a process in which the units are transformed from raw materials offered by initial suppliers into final products offered to the end-customers*" (Xu & Gursoy, 2015: 231). While for Miles & Snow (2007: 459) service supply chain is defined as,

"*a series of inbound and outbound services offered by suppliers (firms) to the customers*." Baltacioglu *et al*. (2007: 112) define a service supply chain system as, "*a network of suppliers, service providers, consumers, and other supporting units that performs the functions of transactions of resources required to produce services; transformation of these resources into supporting and core services; and the delivery of these services to customers*."

In recent years, SCM definitions had developed into more than just procurement management and logistics (Ivanov, 2011). Now SCM coordinates and integrates logistics, and the corresponding services and products, to increase the total value added to supply chain performance (Maull, Geraldi, & Johnston, 2012).

Vigorous international competition in the twenty-first century has attracted great attention from SCs instead of single firms. According to Zhang *et al.* (2009), from a macro point of view, an SC is described as a network of businesses that are involved in numerous functions, starting from the availability of raw materials until the assembly and distribution of the finished product to the targeted customers. Furthermore, from a micro viewpoint of a firm, a SC may be a network of points that perform functions like the purchase of raw materials, manufacture of components, assembly and subassembly of elements, final assembly of the finished product, and delivery of the finished product to customers or distribution centres. The SC is characterised by a forward flow of products and a backward flow of knowledge and information that includes seven core business processes. These processes are as follows: manufacturing flow management, customer relationship management, demand management, customer service management, procurement, order fulfilment, development, and exploitation of product (Cooper, Lambert, & Pagh, 1997; Zhang *et al.*, 2009).

SCM originated in logistics and is involved in the management of materials, and information flow from source or point of origin to customer through all the activities such as handling materials and transportation, and within an organisation and its supply channels (Eastham *et al.*, 2001; Font *et al.*, 2008; Schwartz *et al.*, 2008).

SCM has been used most in the manufacturing industry for improving efficiency through the value chain, comprising efficient logistics and activity planning and information and material control externally between and internally within businesses (Christopher, 1992; Cooper *et al.*, 1997; Fisher, 1997; Zhang *et al.*, 2009). SCM literature focuses on the manufacturing industry, with limited consideration given to the service industries (Zhang *et al.*, 2009).

Also, service SCM is a tool to forecast, plan, implement, and control the flow of supply chains with the objective of efficiently satisfying customers' requirements. It includes the integration, coordination and control of products, finance, and information flow within an organisation and among supply chain partners. Twenty years ago, the purpose of SCM implementation was to achieve cost reduction and efficiency in its operations. However, nowadays businesses are looking forward to a competitive advantage for enhanced customer service. Integration of SCM fulfils the requirements of the business. Moreover, in manufacturing industries, the objective of the supply chain is to reduce the inventory, logistics cost and cycle time. In the service industry, its aim is irrelevant as services are non-transferable and intangible (Prasad and Selven, 2010). Furthermore, the attention paid to TSCs by academia and industrial sectors has been removed from the fast development of the tourism sector in last decades.

TSCM was defined by Chen and Yi (2010: 3388) as, "*a complete set of activities that conducts sharing of resources, reduction of costs and the value of the customer within the entire realm of tourism activities containing products, cash and information flow, which have an effect on the tourism products and tourist experiences*". According to Tapper and Font (2004: 1), the definition of TSC is a chain that *"comprises the suppliers of all the goods and services that go into the delivery of tourism products to consumers"*. A TSC is also defined as, *"a network of tourism organisations engaged in different activities ranging from the supply of different components of tourism products/services such as accommodation and flights to the distribution and marketing of the final tourism product at a specific tourism*

destination and involves a wide range of participants in both the private and public sectors" (Zhang *et al.*, 2009: 347).

According to Porter (1980), each industry has its own system, or set of technical and economic features, that provides a more efficient operation and competitive features. Therefore, each SC differs regarding each type of product. Consequently, when describing TSC, it is important to identify the tourism industry features and its products. Zhang *et al.* (2009) described the tourism products as likely to perish and have comparatively high fixed costs paid in advance to build up a stable capacity level. For example, products under tourism are commonly established in a certain area and offered to tourists from a selected source, so they usually differ according to source and destination.

In this study TSC has adopted the definition by Tapper and Font (2004). It embraces all goods and service suppliers whether they are contracted directly by TOs or their agents, ground handlers or suppliers or accommodation providers. Many components are involved in TSCs, not only transport, accommodation, and excursions, but also food production, handicrafts, waste disposal, bars and restaurants and the infrastructure which maintains tourism. It should be noted that some tourism products and services are directly provided to tourists, which they purchase themselves, forgetting that TOs can have an influence on their customers in this situation.

According to Zhang *et al.* (2009), the tourism industry needs to be analysed from an integrated viewpoint, as a network of TSCs. There have been limited studies on TSCs or their equivalent as tourism industry chains or tourism value chains (Alford, 2005; Kaukal *et al.*, 2000; Page, 2003; Tapper and Font, 2004; Yilmaz and Bititci, 2006; Zhang *et al.*, 2009). To know more about the TSC, we need to identify key actors of the TSC and analyse its structure.

2.4.1. Key Actors in The Tourism Supply Chain

A general supply chain consists of suppliers of raw material, manufacturers, distributors, retailers, and wholesalers. Describing TSC by its components only is

unsuitable as it is complex and contains many interlinked supply chains. Supply chain components could be classified according to their functions as follows.

Input suppliers (raw materials): As the second-tier provider, input suppliers as well as second tier suppliers have the task of supplying resources and materials to the 1st tier (Zhang *et al*., 2009). Input suppliers may be classified diversely by the materials they provide. One of the vital input suppliers is food, termed the "food supply chain" (Font *et al*., 2008).

Service providers: These service providers are the first-tier suppliers which constitute a main component of TSCs (Zhang *et al.*, 2009; Tapper and Font, 2004). Harewood (2008) and Piboonrungroj & Disney (2015) argued that first-tier service providers are TSCs main players since they contact customers directly and manage to link and combine each of the service providers. Examples of these are hotels and airlines which directly contact the customers when delivering their services; however, tour agencies or operators process transactions (Véronneau and Roy, 2009). As a result, the performance of the service providers affects tourist satisfaction (Yilmaz and Bititci, 2006).

Tour operators (TOs) and intermediaries: TSCs are greatly influenced by tour operators and tour agencies (Font *et al.*, 2008; Johnston *et al.*, 2012; Schwartz *et al.*, 2008). Tour operators can control the flow of tourists to a certain degree and manage the TSC as to some extent they have a direct influence on tourism volume, destinations and facilities (Zhang *et al.*, 2009; Muhcină and Popovici, 2008). This helps tour operators to promote general improvements in sustainability as part of their enhanced commercial customs. Generally, tour operators can maintain a great responsibility at three levels: - the firm, the destination and supply chains (Coles *et al.*, 2013). Tour operators are considered the gatekeeper for the TSC, since they act as designers to the supply chain. They link demand and supply and play an important role in promoting and allocating the products, and facilitating sharing information within the TSC (Sigala, 2008). TOs at destinations can also promote the use of varieties of local products and companies, thereby supporting the development of the economy; for

instance, influencing distribution channels to equally distribute tourists to diverse regions, and local suppliers (Tepelus, 2005). They can also encourage and lead suppliers' actions to implement and co-develop practices for sustainable TSCM, for example, contracting and including only suppliers who comply with sustainable standards in tour packages (Budeanu, 2005; Sigala, 2008; TOI, 2004).

Freight and passenger transport: Importantly, freight and passenger transportation play an important role in TSCM as the physical flow connector (McKinnon, 2001). Typically, in any supply chain, freight transport has a crucial role for integration and the seamless flow between input suppliers and service providers (Véronneau and Roy, 2009; Palhares, 2003). Passenger transport moves tourists smoothly through their trips (Duval, 2007).

Supporting sectors: As previously discussed the TSC is a complex system. Other parties are embedded in the TSC (Muhcină and Popovici, 2008; Tapper and Font, 2004). Besides parties already discussed in the TSC, there are other important other functions and services such as energy and waste management, accommodation, laundry, catering, retail, wholesale, utilities, financial services, production, crafts, and souvenirs (Coles *et al.*, 2013; Zhang *et al.*, 2009). Their role is to support the TSC's main task of delivering services to tourists.

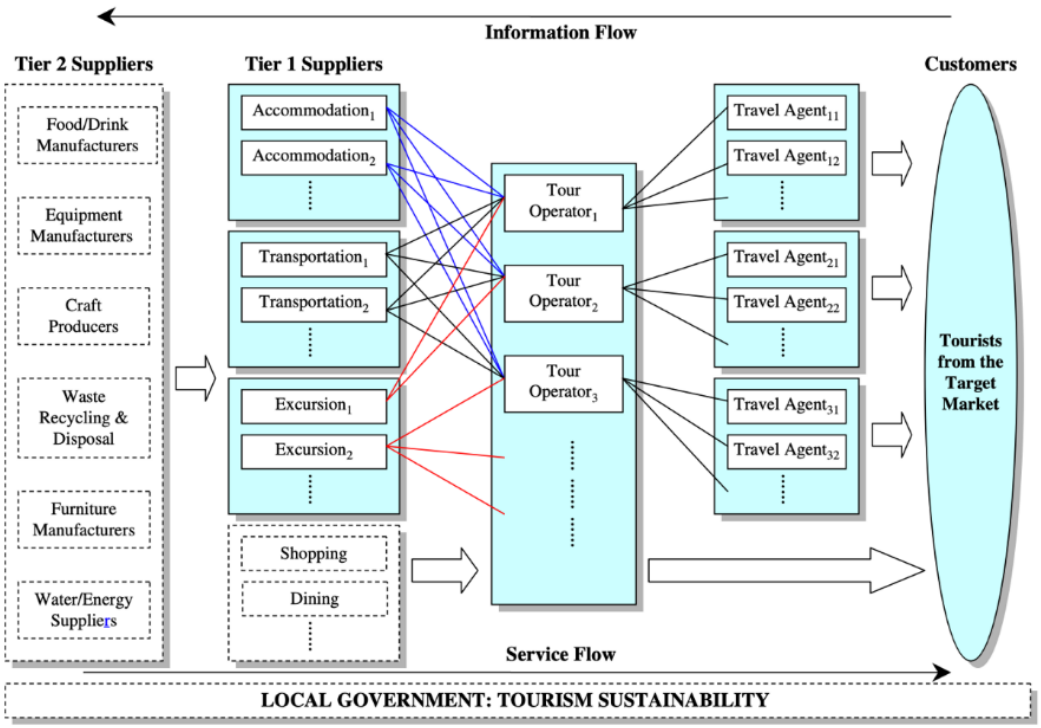
2.4.2. TSC Structure

After reviewing the key actors of TSC, TOs usually have the market power to cooperate with tourists directly and, thus, play a significant role within STSC development in destinations (Zhang *et al.*, 2009). Theuvsen (2004) stated that collaboration between companies could be advantageous to the tourism industry. To effectively analyse and manage the TSC it is essential to understand its network configuration. Zhang *et al.* (2009) propose an additional general TSC network inside a destination (see Figure 2. 1). The end of the downstream comprises tourists from the targeted markets. The travel agents are the retailers of tourism, a link between tour operators and tourists. Tour operators and travel agents are either an equivalent or separate entity. TOs have huge power on all the activities in the TSC (Zhang *et al.*,

2009). Their main task is to purchase traveling services such as accommodation and transport from their suppliers like hotels and transport carriers, then gather them into holiday packages, which are offered either to the public through travel agents or directly (Ujma, 2001).

The upstream of the supply chain consists of the first tier including direct suppliers, which provide tourism services directly to intermediaries (Zhang *et al.*, 2009). Generally direct suppliers embrace centres for shopping, restaurants, theme parks, bars and hotels, shops, and transport operators. If the TSC is more complex it may additionally embrace second-tier suppliers, "suppliers of suppliers", offering products or services to first-tier suppliers (Zhang *et al.*, 2009). Non-business entities such as natural environment are also considered within the TSC. Another relevant party is the regime, government or business associations that simplify co-operation of the private and public sector through policy intervention (Sanfiel-Fumero, Armas-Cruz & González-Morales, 2017). Although TSC actors are identified, issues and problems in relationships and business links should be analysed when designing the TSC structure.

Figure 2. 1: TSC Structure



Source: Zhang et al. (2009: 353)

As identified in Figure 2. 1 the key tourism actors from the supply side include accommodation/hotels, transportation, tour operators and agents. Considering a more complex structure of TSC resulted in adding more tiers to service suppliers. The demand side includes the customers/tourists. Correspondingly, the significant role of the government in ensuring the flow of tourism and encouraging its sustainability cannot be disregarded.

Key actors identified in Figure 2. 1 are relevant for understanding the TSC in Egypt which comprises tour operators, hotels, transportation, and the Ministry of Tourism/government.

2.5. Key Players in The Egyptian Tourism Industry

In many developing countries, it is still difficult to procure integrated tourism policymaking, due to conflicts on policies between the tourism private companies and the governmental departments. This is a common phenomenon including lack of

effective regulations, institutional frameworks, and administration of tourism activities (Dabour, 2003).

Tourism is a focal sector in Egypt that has strong relationships with several segments of the economy (BMI, 2018). Exploring Egyptian TSC sustainability is the basis of this study. This section will discuss the key players in TSC in Egypt, the sustainable development policy and the sustainability certification used in the tourism sector in Egypt.

The principal of the TSCM is the relationship between its stakeholders. Unlike traditional SCM that considers only seller and buyer relationships, in TSC there is a close link between supply chain actors. The TSC in Egypt is still not well researched or structured as opposed to other industries in Egypt. However, there are different actors in Egyptian TSC, who play an important role in the tourism industry. The next section will discuss the key stakeholders in tourism in Egypt. Some of them are key players in the TSC in Egypt such as the Ministry of Tourism, hospitality, travel agents and Egypt Air.

2.5.1. Central and Local Government

As a result of the centralisation of governance, the assigned authorities in Egypt have always played important roles in the tourism industry at local and central levels. In recent years, considerably more attention has been given to the industry. Egypt is divided into 27 governorates, each one controlled by an assigned governor. The Local Government System Act of 1960 specified different obligations and responsibilities for governorates, which range from social, welfare, health, and educational services up to regional social and economic improvement.

The governance plays a crucial role for the recovery of a destinations to achieve a more sustainable and productive management structure, principally in the destinations with a declining tourist profile such ‘sun and sand’ (Kerimôglu and Çiraci, 2008; Sanfiel-Fumero, Armas-Cruz & González-Morales, 2017). The governance

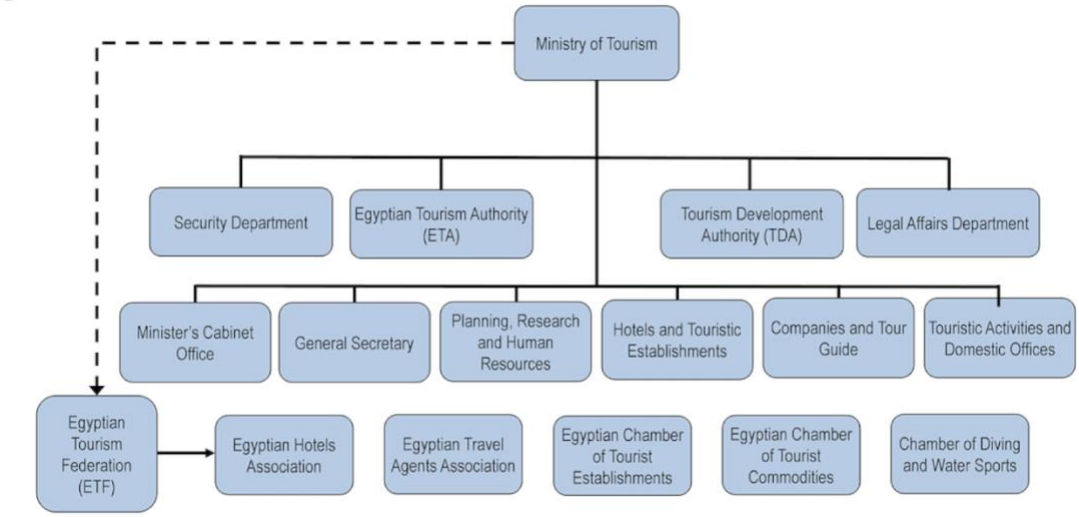
needs to redefine their relationship between society and government and reduce the restrictions between the private and public sectors.

2.5.2. Ministry of Tourism (MOT)

The Egyptian Ministry of Tourism organises destination management in Egypt, although it has less power than its Western counterparts. It is the authorised national body responsible for making tourism policies, and accountable for creating a clear regulatory and legal framework within the context of strategy development for sustainable tourism (Ramzy, 2017). The adoption of an overall strategy for the development of national tourism drew on marketing techniques. This development strategy laid out the priority zones and established detailed rules for investors while considering a strategy for sustainable development by preserving natural and cultural resources (SIS, 2010).

The Ministry's role is not only seen as a facilitator and a regulator of tourism activities, but also a supporter of effective governance, specifically in establishments of publicly owned tourism. Proactive measures have been taken to monitor and support the private tourism sector activities. The establishment of the Tourism Development Authority (TDA) was the initial step, aiming to enhance the relationship of the private sector with the Ministry and the role of the Ministry in regulating and encouraging tourism investments (Pizam and Mansfeld, 1996; Wahab, 1996). The primary work of the TDA is setting and executing tourism projects and investment regulations (OECD, 2010) through supporting land provision and facilitating loans access for infrastructure developments projects (OECD, 2020). The Ministry also supervises public sector organisations, the Egyptian Tourism Authority (ETA) and the General Authority for Tourism Development (GATD), as they also fall under its jurisdiction (see Figure 2. 2). The Egyptian Tourism Authority (ETA) manages the improvements of the tourism product regionally and internationally and promotes inbound and outbound tourism.

Figure 2. 2: Egyptian Organisational Chart of Tourism Bodies



Source: OECD, Ministry of Tourism (2020)

2.5.3. <u>Interior Ministry and Police</u>

The main concern of any tourist is security and while police in Egypt, as in most countries, are responsible for internal security. Egypt has a dedicated branch of the police to deal with tourism, especially tourists' security and safety. The force is responsible for maintaining law and order and authorised to deal with tourism issues from checking tourists' passports in airports to later being overcharged, scammed, or falling victim to other crimes or terror (Fielding and Shortland, 2005).

2.5.4. <u>Egyptian Tourism Federation (ETF)</u>

The Egyptian Tourism Federation of Tourism Chambers represents private tourism operators in Egypt. It is concerned with ensuring common interests of the tourism industry by developing strategic cooperation, coordinating close relations and joint planning with the affiliate business associations (Khatib, Ali & Hosny, 2016). There are five affiliate business associations which are: Egyptian Hotels Association, Egyptian Chamber of Tourist Establishments, Egyptian Travel Agents Association, Egyptian Chamber of Tourist Commodities, and Egyptian Chamber of Diving and Water Sports.

The ETF, moreover, is linked to travel and tourism businesses, the Ministry of Tourism, and public authorities alongside the tourism industry supply structure. More importantly the ETF should improve and support the following: resources development, transportation, tourism destinations, infra- and superstructure, HR development and regional and international organisations concerned with the development of tourism (ETF, 2017).

2.5.5. Hospitality Industry in Egypt

Hotels are considered the most important part of the hospitality industry. They provide ranges of facilities for recreation and entertainment besides business meetings and conferences (Presbury *et al.*, 2005). Accommodation has a vital role by offering the facilities that make travel convenient and comfortable (Middleton and Clarke, 2001). Hall (1995) considers accommodation one of the most important components of demand, as it influences the type of visitors coming to a destination. Additionally, hotels vitally contribute to the overall satisfaction level of the visitors at a specific destination. They offer a crucial support service that satisfy the broader incentive that attracted the visitor to a destination. Ideally, hotels should guarantee the provision of service that satisfy the existing customers and motivate and encourage new ones. Normally, luxury hotels offer superior services and facilities.

The Egyptian hotel sector has witnessed robust growth over the past few years. Many of the old hotels are undergoing renovation. Visitors are now able to choose from a variety of products across different geographical destinations (Cairo, Luxor, Aswan, etc.) within improved market segments, such as niche brand or luxury hotels. Consequently, they are more capable of protecting their position. Previously hotels used to compete within the same market (Shehata & Elfeel, 2017). In Egypt management of first-class hotels are dominated by many established hotel chains such as Hilton, Sheraton, Hyatt, Meridian, Intercontinental and Four Seasons. More than 90% of the total rooms are owned and managed by these well-established companies. This dominant power of the hotel chains could inspire other hotels, such as small and medium sized ones, to search for improvements in their service quality and apply

benchmarking to the best practices of larger hotel chains (City Scape Intelligence, 2010). The hotels market in Egypt follows a star rating system which is determined by the Ministry of Tourism and the Egyptian Hotel Association (EHA) (EHA, 2017). There is regular inspection from the Ministry of Tourism for each of the registered hotel by hotel registration officers to assess their level of compliance with both basic requirements and an advanced list of specifications for each grade. These specifications are in a system of scale points for six factors: furnishings and fittings; structural features; services and facilities; cleanliness; food; and amenities. When grading the hotels, tests follow objective standards and avoid subjective and intangible considerations (Shehata & Elfeel, 2017).

2.5.6. The Travel Agent's Profile in Egypt

Travel agents are companies established to practise tourism activities in certain fields. They are licensed and divided into three categories: A, B or C travel agents (Ministry of Tourism, 2008).

In category A, travel agents are companies prepare packages for individuals and/or groups of tourists, either incoming or outgoing from Egypt. They not only consolidate all other interrelated components of these packages, like transportation, accommodation, and other facilities, but also fulfil other tour operator packages based inside or outside Egypt (Ministry of Tourism, 2008).

Category B are travel agent companies that book and/or sell travel tickets and transfer baggage for different means of transportation, including airline agents, water-based or any other transportation.

Category C travel agents are transport companies for air, sea or land that transfer tourists and their luggage (Ministry of Tourism, 2008).

Travel agents are designated as middlemen linking customers to travel suppliers (i.e., tour operators, airlines, and others), acting as a retailer, and taking commissions. There are also tour operators (TO) which are "*organisations linking various elements of travel activities and proposing them as comprehensive tours for*

sale" (Beaver, 2005: ix). Tour operators can sell their inclusive packages to tourists directly or via travel agents. For their survival, they depend on tour operators as major travel suppliers. Travel agents are subsidiary to tour operators and cannot be called tour operators which are large companies, specialising in the design and sale of inclusive tours.

2.5.7. Egypt Air (Air Transport)

The only worldwide transportation network is aviation, which is a vital contributor to tourism and global business. As the majority of international tourists go by air (UNWTO, 2015), thereby tourism and air transport rely on each other (Duval, 2013; Forsyth, 2006, 2008). It plays a crucial role in economic growth facilitation. The development of tourist destinations often involves airlines which may participate in the planning stages. The influence of airlines on the tourist destinations cannot be underestimated since they decide on the price of tickets, flight time, connecting and layovers, and marketing with tourist agents. (Morley, 2003a). Similarly, in terms of cooperation, tourism destinations can financially support the opening of new routes and development of local airports (Lohmann & Vianna, 2016). Air transportation is essential for tourism globally since it offers connectivity which contributes in an indirect way to improving productivity; it closely linked to innovation and investment and facilitates world trade.

Egypt Air, one of the oldest travel companies in Egypt and the Middle East, was established in 1932 by the great Egyptian economist Talaat Harb. It is recognised globally as the most important prominent travel company in Egypt (Egypt Air, 2016), contributing to a full-service Destination Management. The Company specialises in inbound and outbound travelling to worldwide destinations, in addition to supporting any request ensuring that both a comfortable and unforgettable stay is secured for all guests (SIS, 2010). Its main business areas are passengers, cargo, catering, duty free, tourism, medical services, in-flight services, maintenance and engineering, and supplementary industries (Egypt Air, 2016). It possesses shares in numerous tourism companies and hotel chains, such as Cairo Airport, Tut Amon, Mövenpick, Abu

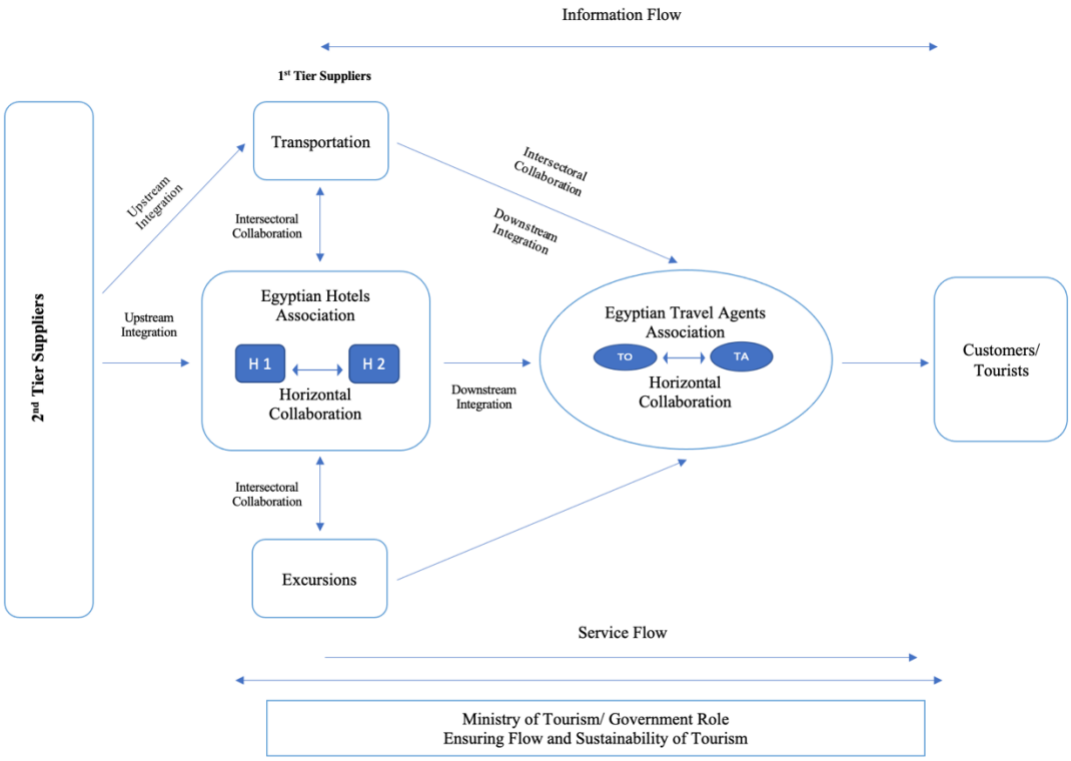
Simbel and Nefertari in Aswan, and Taba Hilton resorts in Sinai. It also has shares in many charter firms (Groenewege, 2003).

2.6. TSC in Egypt – Key Actors and Their Interlinkages

This section explains the TSC structure in Egypt, based on Figure 2. 2 which identifies the key players in the tourism industry structure in Egypt and the TSC structure itself Figure 2. 1. The structure of the Egyptian tourism industry is complicated comprising several actors (e.g., accommodation facilities, transport operators, and TO/Touristic agencies…etc). Generally, tourism products are non-homogeneous and complex and consist of diverse service elements like transportation, accommodation, dining, shopping, and sightseeing. The tourism industry generates a mix between goods and services. Demand for the tourism industry has been characterised as complex (Sigala, 2008; Lafferty and van Fossen, 2001). It faces higher demand uncertainty and complicated dynamics in contrast with its counterparts, owing to rigorous competition between service providers.

As such, TSC in Egypt can be considered a constellation (products or services) of components that can fit on a lower (or higher) level of a touristic ecosystem of various stakeholders (see Figure 2. 3). Different actors operate not only in isolation but with others contributing to strategic alliances in the network (Amaral & Figueira, 2016).

Figure 2. 3: Link Between Key Actors in The Egyptian TSC



Source: Created by The Author, Adapted from Zhang et al. (2009), Piboonrungroj & Disney (2015) and OECD, Ministry of Tourism (2020)

Collaborations can exist between two or more hotels, or travel agents and tour operators in the same location or a nearby location. Intersectoral collaboration exists between heterogeneous companies that are in contact with each other to deliver tourism to tourists (Piboonrungroj and Disney, 2015). Upstream integration of the supply chain involves integration and making agreements of first-tier suppliers with one or more of its materials or services suppliers (suppliers of suppliers) needed for the completion of its business, such as Food and Beverages suppliers (second tier suppliers). Downstream integration of the tourism supply chain involves controlling the travel channel distribution channel, expanding its structure by integrating TO or tour agents. It is also described as engaging between partners in the sale and distribution of the tourism product. Most hotels in Egypt make contracts with other similar services or with transport companies, described as horizontal collaboration, since they fit into the same level sector as first-tier suppliers. Competitors become partners of a wider strategic design (Quattrociocchi *et al.*, 2017).

Traditional travel agencies and tour operators are recognized as relevant stakeholders in the tourism distribution chain, even though their role as transforming agents for more sustainable tourism is not fully understood.

The Egyptian Ministry of tourism has very significant role in destination management and making tourism policies in Egypt. It is responsible for creating a clear regulatory and legal framework within the perspective of sustainable tourism development strategy (Ramzy, 2017).

As the TSC contains different parties which are connected (March and Wilkinson, 2009; Zhang *et al.*, 2009), coordination to maintain the flow of goods and services is required. This can help to reduce repetitive efforts and redundant activities leading to sustainability and competitiveness in Egyptian TSC. Making contracts and cooperation among various businesses in the TSC is important. Managing supply chain effectively can help companies provide greater quality services and products while maintaining low cost (Odoom, 2012), by bringing competitive advantages to tourism business in a competitive environment by nature of the industry (Tse, 2009). TSCM incorporates and manages information technology management, procurement and distribution management, stakeholder relationship management, inventory management, and logistics management (Odoom, 2012). For services, it is essential to generate customer demand. Key factors which generate word-of-mouth and subsequently generate demand in a highly interactive industry, are a friendly attitude, good communication and punctual services (Cantallops & Salvi, 2014; Seric & Gil-Saura, 2012). Song (2012) SC states that coordination takes place in different ways, varying from full or partial integration of business activities to contractual arrangements between individual firms, either vertically or horizontally. Coordination in TSC occurs between different service providers such as tour operators and travel agencies, hotels and airlines within the same tier and/or between different tiers (Ibid).

Based on the literature, key actors in the TSC in Egypt are tourism service providers, tour operator industry and passenger transport (air transport). These actors are relevant to understand the TSC in Egypt, since this study examines tour operators,

hotels, transportation, which are key actors to TSC. The Ministry of Tourism plays an important role as a regulatory body facilitating tourism and sustainability for the tourism industry. This study only explores the main service providers e.g., main actors in the 1st tier suppliers, excluding the 2nd tier suppliers due to their lack of relevance.

2.7. Egypt's Sustainable Tourism Policy

The Egyptian national strategy considers tourism as a vital national industry and seeks to develop a sustainable environment as a way of supporting tourism. Tourism faces considerable challenges in Egypt and new polices need to be established to improve competitiveness, sustainability, and the entire tourism industry. These challenges comprise the following: infrastructure - as there are constraints on charter flights, the railways… etc.; workforce - there is a lack qualifications and therefore a need for job and vocational training, certified instructors, technical education, and technology skill as well as quality-of-service (OECD, 2018); - complex legislative and licensing frameworks; implementation of the new Tourism Law - it has not yet been implemented; safety and security - public security and tourism awareness, hotel standards, hygiene, emergency systems and traffic safety; marketing and promotion - branding and public relations (OECD, 2018); sustainability issues - being energy efficient, using solar and renewable sources of energies, biodiversity, wastes either solid or liquid, consumption of water and emissions of carbon (The Arab Republic of Egypt, 2019).

The Egyptian sustainable development policy of 2030 prioritises achieving high sustainable economic growth, poverty reduction, increasing values, addressing income inequalities, creating jobs and gender equality (The Arab Republic of Egypt, 2019). According to the Sustainable Development Plan (2016), there are five pillars for the strategy that aims to restructure and regulate the industry, in addition to achieving sustainability (OECD, 2016):

The first pillar is Administrative and legislative reform. This sector has been repeatedly criticised by ministers, Egyptians, and experts. More highly qualified professionals who can accomplish the work are needed. Professional training needs to

be given for those who work in the industry. Experts in the industry agreed that the same problem persists with lack of professionalism, and the issue that most workers not adequately trained to deal with tourists. Positive steps have been taken and there is a move towards professional training, teaching etiquette for dealing with tourists, and education in customer service.

The second pillar is rebranding Egypt. This has been in people's minds over the last few years. There is a direction to rebrand Egypt's tourism as a responsible choice for eco-friendly tourists and economically empowering women. This can be achieved throughout international tourism campaigns, Travel Expos, social media platforms, bloggers, and influencers.

The third pillar is finding new markets and diversification of tourists from different countries to come and visit Egypt. Tourism companies should be encouraged to focus on countries with well-established markets.

The fourth pillar is hospitality infrastructure upgrading. The ministry launched a private equity fund which will be used to upgrade resorts and hotels that need refurbishment or are out of style. This issue has been raised by experts.

The fifth pillar is upgrading the legislative framework which governs the industry. Sources refer to the industry as highly bureaucratic and advised that less 'red tape' would assist growth. The new framework is an update of an old one from 40 years ago.

2.8. Sustainability Certifications

Certification is generally described as a voluntary process, "*that assesses, audits, and gives written assurance that a facility, product, process, or service meets specific standards*" (Bien, 2007: 7; Mahony, 2007: 394). Certification is also defined by Dodds & Joppe (2005:16) as, "*the process of assuring consumers and industry that the company being assessed has met a set of minimum standards"*. Since the early 1980's, certification schemes focused mainly on the environmental dimensions of business,

whereas more recently social and the community aspects have been added (Dodds & Joppe, 2005). Its main target is to achieve performance criteria that meet basic sustainability standards or even exceed them. Dodds & Joppe (2005) added that this practice starts with a specialised organisation which sets credible and reliable certification criteria. Similar to legislative standards, these criteria can vary from brief and ambiguous statements to a more comprehensive and realistic set of outlines, which is reinforced by bodies that have sufficient resources and assistance to certify that companies can have real-life results (Buckley & Pegas, 2013). An idyllic scheme of sustainability needs a set of standards for enhanced social and environmental effects, that surpass the requirements of regional and national laws, and can be achieved with a substantial percentage for a targeted group to offer enhanced consumer choice (The Visit Initiative, 2004).

In Egypt, there are two categories of sustainable certifications: National and International. The *national* category is the certification of Green Star Hotel (Green Star Hotel, 2016, 2018, 2021), while the *international* category includes four types of certifications: Green Globe (Green Globe Certification, 2018), Green Key Global (P *et al.*, 2019), Green Key (Green Key, 2018), and Travelife (Travelife Sustainability in Tourism, 2018). Each of these certifications has its goals, standards, procedures, and rating framework or levels. An overview of the following certification is discussed in the next section.

2.8.1. National: Green Star Hotel

The Green Star Hotel is national rating system which is based on a scheme of certification called “Green Stars” awarded by the EHA under the auspices of the Ministry of Tourism in Egypt (EHA, 2017). Green stars are awarded based on the environmental performance of the hotel. To achieve Green Star Hotel certification, requires commitment. It is the first award scheme to be designed especially for hotels in Egypt (Green Star Hotel, 2015). For hotels to be awarded the Green Star, they should successfully improve their environmental performance, cut down waste and save valued resources. The system focuses on environmental management, use of energy

and water, training of staff, and other requirements. The hotels should pass the Green Star Hotel capacity building program. It needs to achieve 100% of all the compulsory criteria. There are additional credits for environmental and social actions and innovative environmental practices which are confirmed in an independent audit through an audit committee (Green Star Hotel, 2018).

The hotel can achieve either three, four or five green stars based on the fulfilment of the mandatory criteria and their sustainability commitment, as well as points from optional criteria depending on the initiatives put in place by each hotel. The criteria of this system are based on internationally recognised standards. These include baseline standards developed by the United Nations Environmental Program (UNEP) adding to that range of international organisations. In conformity with UNEP, the implementation of these criteria will be tested by the Green Star Hotel initiative, acting as a pilot for the Middle East. Green stars show whether the hotel is environmentally friendly as well as indicating the strength of environmental commitment for the hotel. The Green Star Hotel Initiative identifies three Green Star ratings: three, four and five (Green Star Hotel, 2015).

Figure 2. 4: GSH Certified Hotels in Egypt

Source: Green Star Hotel (2021)

In early 2015, the Global Sustainable Tourism Council announced that the program of Green Star Hotel in Egypt had received a recognisable position from the organisation. Under this program, developed with the aid of Germany and supervised by the Ministry of Tourism, 53 hotels received certification for their environmental and social performance (Minggu, 2017). In Egypt there are 76 GSH-certified hotels on 15 destinations country wide, distributed as follows in Figure 2. 4. However, Figure 2. 4 shows that there are very few hotels in Cairo receiving GSH certification in comparison to other hotels in areas such as in South Sinai and El Gouna (Green Star Hotel, 2021).

2.8.2. International: Green Globe

Green Globe offers certification, marketing services and training & education in 83 countries across the world. It was founded in California, Los Angeles and alongside partners in Europe, Mexico, South America, the Caribbean, Middle East, and South Africa (Birte and Guido, 2018). Certification is provided by the Green Globe for operating and managing sustainable travel and tourism businesses and their associated suppliers. Moreover, Green Globe provides a worldwide network of independent inspectors who provide 3rd party assessment and validation.

The standards of the Green Globe certification have been established on recognised international criteria. The program is active in matching and harmonising other sustainability certification programs worldwide (Green Globe, 2018). The harmonisation process contributes to supporting core criteria and together addressing regional issues throughout the implementation of locally developed standards.

2.8.3. International: Green Key Global

Green Key Global is a top international environmental certification body. It offers standardised programs and resources aimed specifically for the hotel industries (Green Key Global, 2018). It influences CSR activities of the organisation and encourages sustainable initiatives within properties and brands towards increasing occupancy, reducing the carbon footprint, and saving money (P *et al.*, 2019). The Green Key

Global Program evaluates nine areas of sustainable practices in hotel facilities, embracing: energy conservation, water conservation, solid waste management, hazardous waste management, indoor air quality, community outreach, building infrastructure, land use and environmental management (Green Key Global, 2018; P *et al.*, 2019).

Green Key Global programs influence seven categories highlighted by the Global targets: industry innovation and infrastructure, clean water and sanitation, responsible consumption and production, climate action, affordable and clean energy, sustainable sites and communities, and life on land. Based on the outcomes of a broad environmental evaluation, accommodation facilities are granted a ranking from 1 to 5 Keys (5 is the top achievable mark) (P *et al.*, 2019).

2.8.4. International: The Green Key

The Green Key award is another principal standard of distinction in sustainable operation and environmental responsibility in the tourism industry. This prestigious eco-labelling provides an obligation by tourism companies to adhere to the rigorous criteria as specified by the Foundation for Environmental Education (FEE). Green Key represents a promise from an establishment to its customers that by choosing to stay with them, they are helping to make changes on an environmental and sustainability level. Maintaining a high level of environmental ethics is expected from these companies and enabled through rigorous documentation and regular inspections (Green Key, 2018).

A. Green Key Officially Aims To (Green Key, 2018):

1. Decrease the total usage of resources by the practise of environmentally friendly and sustainable techniques through operations and technology in the company.
2. Increase awareness and generate behavioural changes in staff, suppliers, and guests, of tourism companies.

3. Generate behavioural modifications in the hospitality and tourism industry in general, by increasing sustainable and environmentally friendly manners and raising awareness.

B. Green Key and The Sustainable Development Goals

As Green Key has an important quality standard in sustainability in tourism, its goal is to inform tourism businesses about their responsibilities in attaining the 17 [1] Sustainable Development Goals agreed by the UN (Green Key, 2016). Since the prospect of tourism represents an essential factor for a sustainably developing world, the Green Key criteria contributes to the efforts specified in the SDGs. It concerns achieving the sustainability of resources, consumption and production, and economic growth. Indirectly, Green Key also campaigns against inequality, disparity, unemployment, natural disasters, conflicts, humanitarian crises, health threats and general environmental degradation (Green Key, 2018).

2.8.5. International: Travelife

This is a web-based certification system that allows monitoring and self-assessing of sustainability performance for tourism service providers. The system and measures were established by a multi-stakeholder consultation process (Travelife Sustainability in Tourism, 2018). It involves hoteliers, tour operators, Non-Governmental Organisations, trade associations, academia, and audit firms, was launched in 2007 and is now known as one of the broadest and most reliable tools within the travel and tourism industry. It is operated by the tourism industry and its close relations with hotel groups, tour operators, trade associations and destinations to maintain a fair pricing and industry supervision (Travelife Sustainability in Tourism, 2018).

Travelife Ltd. is an owned subsidiary of ABTA (Association of British Travel Agents), the UK trade associations. It is supported by main tour operators and European trade associations as Kuoni, TUI and Thomas Cook (Travelife Sustainability

[1] https://sdgs.un.org/goals

in Tourism, 2018). As Travelife is an international sustainability certification scheme, it supports its 1,300 hotel members worldwide to recover their social economic, and environmental impacts in a cost-effective way. For hotels to be formally recognised with a Travelife award, they need to meet its standards to promote their achievements. Moreover, the travel industry has planned Travelife as a reasonable and fair system that encourages accommodation and hotels to develop in their sustainability (Travelife Sustainability in Tourism, 2018). For hotels to achieve a Travelife award and become certified, they must become a member and show they meet the assessment criteria. Then they can obtain a Travelife Gold award which is an award plaque that gives the right to display Travelife certification to show their sustainability successes to their customers. This certification believes that tourism can improve the lives of local societies and their environment, therefore sustainability of a destination is the centre of their vision (Travelife Sustainability in Tourism, 2018).

2.8.6. The Current States of Sustainability Certification in Egypt

There are several examples for implementing sustainable practices in hotel chains worldwide (Shehata & Elfeel, 2017). Among them are: The Intercontinental Hotel Group (IHG) (Klepsch & Schneider, 2012); Accor Chain (Blanke & Chiesa, 2008); Fairmont Hotel and Resorts (Fairmont Hotel and Resorts, 2008); Hyatt Chain (Fedrizzi & Rogers, 2002; Mandelbaum, 2008); Marriot Chain (Blanke & Chiesa, 2008; Dasha, 2007; Lee, 2009); and Ramada (Liz, 2016).

However, according to the previous classification of sustainability certification, only two hotels were certified with the Green Star Hotel in Cairo. Both hotels have four green stars, but there is one four-star hotel (Safir hotel), and the other has five-stars (Hilton Heliopolis hotel) (Green Star Hotel, 2018). One has green globe (Movenpick Hotel & Casino Cairo-Media City) (Green Globe Certification, 2018). No hotel in Cairo has a Green Key Global certification (P *et al.*, 2019). One hotel in Cairo has a Travelife certificate (Fairmont Nile City) (Travelife Sustainability in Tourism, 2018). No hotels in Cairo have a Green Key certificate (Green Key, 2018). This shows that sustainability in the tourism sector is still far away from applicability and needs

more effort to be achieved. Moreover, the area of sustainability in TSC in Egypt is still embryonic and not well known.

2.9. Critical Review of Research on TSC Actors

The aim of this review is to present a critical appraisal of academic research on TSC and its sustainability (see Table 2. 1). Table 2. 1 illustrates the key themes and findings of the literature review, showing extensive research on each actor from separate TSC with a few combing one or two actors (e.g., Medina-Muñoz & García-Falcón, 2000; Medina-Muñoz *et al*., 2002, 2003; Tse, 2003; Lafferty & Fossen, 2001). Studying the relation and coordination between the main actors or the complete supply chain is still rare. Similarly, when relating sustainability to the TSC, it was found that research on sustainability is considerable on tourism actors independently but see the big picture of STSC is under researched, especially related it to our study context where it is zero. A significant number of studies involves the customers/tourists' point of view regarding tourism and sustainability of tourism. Consequently, the focus of this study will not cover the customers'/tourists' side of the TSC but only the service providers, mainly the first-tier suppliers, as discussed earlier in this chapter. The following table shows the main studies about TSC actors and its sustainability.

Table 2. 1: Key Studies in The TSC

TSC Actors	Main Themes	Key Studies
Host Community	The impact of tourism on the host community	Accinelli *et al*. (2006b); Andereck *et al*. (2005); Aquino, Lück & Schänzel (2018); Bimonte & Punzo (2007); Cheng *et al*. (2019); Cheung *et al*. (2015); Clifton & Benson (2006); Goodwin (2002); Gursoy & Rutherford (2004); Mathew & Sreejesh (2017); Nunkoo & Gursoy (2012); Zhao *et al*. (2014).

Policy Makers/ Government	The role of government and policy makers in the tourism industry	Accinelli *et al*. (2006a); Blumberg (2005); Bornhorst, Ritchie & Sheehan (2010); d'Angella & Go (2009); Del Chiappa, Grappi & Romani (2016); Frey & George (2010); Kennedy & Dornan (2009); Klein (2011); Lemmetyinen (2010); Mutana & Mukwada (2020); Sheehan, Ritchie & Hudson (2007); Tirado Ballesteros & Hernández (2019); Wearing, McDonald & Ponting (2005);
Hotels	Studying Hotels in Tourism	Abaeian *et al*. (2019); Bastakis et al. (2004); Buhalis (2000); García & Tugores (2006); Lafferty & Fossen (2001); March (2000); Mazzeo (2002); Medina-Muñoz & García-Falcón (2000); Medina-Muñoz et al. (2002, 2003); Tse (2003).
Tour operators/travel agents	Studying tour operators' role in the tourism industry	Baloglu & Mangaloglu (2001); Bastakis *et al*. (2004); Buhalis (2000); Caccomo & Solonandrasana (2001); Chan & Tay (2016); Dodds & Kuehnel (2010); March (2000); Medina-Muñoz & García-Falcón (2000); Medina-Muñoz et al. (2002, 2003); Pearce (2007); Pearce et al. (2007); Theuvsen (2004); Tsaur *et al*. (2006); Tse (2003);
Airline	Studying the relationship of airline transport with travel and tourism	Alamdari (2002); Appelman & Go (2001); Bieger & Wittmer (2006); Duval (2013); Efthymiou *et al*. (2016); Gillen and Niemeier (2006); Ginieis *et al*. (2012); Graham & Dobruszkes (2019); Graham *et al*. (2008); Halpern & Graham (2015); Ivanova (2017); Kaps and Philips (2004); Lafferty and Fossen (2001); Lei & Papatheodorou (2010); Lohmann & Vianna (2016); Oriade & Cameron (2016); Papatheodorou (2021); Poulaki & Papatheodorou (2009); Smith, A. (2009); Spasojevic *et al*. (2018); Spasojevic *et al*. (2019);
TSC	Studies on comprehensive TSC	Alford (2005); Huang *et al.* (2012); Page (2003); Piboonrungroj & Disney (2009); Scavarda *et al*. (2001); Song (2012); Szpilko (2017); Tapper & Font (2004); Yilmaz & Bititci (2006); Zhang *et al*. (2009);

STSC hospitality sector	Studies exploring sustainability in the hospitality sector in tourism	Ahmed, M. (2020); Alvarez-Gil *et al*. (2001); Aragón-Correa *et al*. (2015); Asadi *et al*. (2020); Ashby *et al*. (2012); Ayuso (2006); Baker (2009); Bohdanowicz (2007); Chung and Parker (2008); Dief & Font (2010); Enz & Siguaw (1999); Font *et al*. (2016); Goodman (2000); Hall *et al*. (2012); Han *et al*. (2004); Kasim *et al*. (2014); Kularatne *et al*. (2019); Martinez & del Bosque (2013); Musavengane (2019); Namkung & Jang (2017); Paek *et al*. (2013); Rahman *et al*. (2012); Schendler, (2001); Sharma (2009); Shehata & Elfeel (2017); Sheldon & Park (2011); Teng *et al*. (2012); Xu & Gursoy (2015)
STSC tour operators' sector	Studies exploring sustainability in the tour operator sector in tourism	Adriana (2009); Arbulu *et al.* (2017); Budeanu (2005); Curtin & Busby (1999);Fatma *et al*. (2016); Font & Cochrane (2005a, b); Font *et al*. (2008); Fredericks *et al*. (2008); Frey & George (2010); Goffi *et al*. (2018); Kalisch (2002); Khairat & Maher (2012); Marin-Pantelescu *et al*. (2019); Miller (2001); Piboonrungroj & Disney (2015); Richards & Font (2019); Richards & Font (2019); Schwartz, Tapper & Font (2008); Sigala (2008); Spasic (2012); Swarbrooke (1999); Tepelus (2005); Wijk & Persoon (2006); Wongsurawat & Shrestha (2018);
STSC airline sector	Studies exploring sustainability in the airline industry in the tourism context	Alameeri *et al*. (2017); Becken, S. (2006); Cowper-Smith & Grosbois (2011); Efthymiou & Papatheodorou (2019); Hopkins (2020); Sarrah, Ajmal & Mertzanis (2021)

Tourists/customers	Sustainability of tourism from the customers viewpoint	Ballantyne, Packer & Sutherland (2011); Blackstock *et al*. (2008); Brown, Ham & Hughes (2010); Budeanu (2007); Caruana *et al*. (2014); Cheng & Wu (2015); Cheng, Wu &Huang (2013); Chin, Chin & Wong (2018); Chiu, Lee & Chen (2014a,b); Choi *et al*. (2015); Corraliza & Berenguer (2000); Cottrell (2003); Curtis, Ham & Weiler (2010); Del Chiappa, Grappi & Romani (2016); Farmer, Knapp & Benton (2007); Fatma, Rahman & Khan (2016); rFielding & Head (2012); Han & Hsu, (2009); Han & Kim (2010); Hsu (2004); Hsu & Huang (2012); Hughes Packer & Ballantyne (2011); Jayaraman *et al*. (2012); Kassinis & Soteriou (2003); Kim, Kim & Goh (2011); Kim, Lee & Klenosky (2003); Lee & Jan (2015); Lee *et al*. (2017); Mei, Wai & Ahamad (2017); Mihalic (2016); Milfont & Duckitt (2004); Mobley, Vagias & De Ward (2010); Mody *et al*. (2014); Moghimehfar, Halpenny & Ziaee (2014); Pooley & O'Connor (2000); Poudel & Nyaupane (2017); Prayag & Ryan (2011); Quintal, Lee & Soutar (2010); Ramkissoon, Smith & Weiler (2013); Thapa, Graefe & Meyer (2005); Wang *et al*. (2018); Ward & Berno (2011); Wiseman & Bogner (2003); Xie & Chen (2013); Xu *et al*. (2020); Zhao *et al*. (2014);
STSC	Studies on the sustainability of TSC	Babu *et al*. (2018); Font *et al*. (2008); Ling (2015); Sigala (2014);

Source: Compiled by The Author

2.10.Limitation of Existing Research

According to Table 2. 1, previous research claimed that being sustainable or having sustainability practices, attracts more customers and improves reputation and business image (Chen & Chen, 2014; Han, Hsu & Sheu, 2011). This is crucial for businesses involved and taking part in SSC which emphasises sustainability practices in environmental, social, and economic factors (Xu & Gursoy, 2015). Although many researchers have studied different issues related to sustainability of TSC, researching

comprehensive TSC is limited (Tsai, 2012; Xu & Gursoy, 2015). Few researchers have studied the TSC framework (Huang *et al.*, 2012; Xu & Gursoy, 2015; Zhang *et al.*, 2009). An exception is Xu & Gursoy (2015) who studied the framework for hospitality supply chain management. An SC framework was applied by Zhang *et al.* (2009) to detect and examine some serious problems such as stakeholders' relationships, demand management, management of supply and inventory (Al-omar & Hussain, 2018). Huang *et al.* (2012) investigated competition between stakeholders and the degree of tourist demand together with hotels, tour operators and tour agents in TSC. However, these previous studies examined the TSC as a distribution system collaborating with companies in the system to dispense products to tourists (Huang *et al.*, 2012).

Scholars have been researching sustainability of TSCM helping to control the market pressures to encourage further sustainability actions (Babu, Kaur & Rajendran, 2018; Font *et al.*, 2008; Lin, Yu, & Chang, 2018; Richards & Font, 2019; Xu & Gursoy, 2015c). Previous research has explored the tour operators' role to green SC (Piboonrungroj & Disney, 2015; Arbulu *et al.*, 2017; Richards & Font, 2019). Further research examined how traditional supply chain concepts and lessons can be implemented to the tourism industry (Baddeley & Font, 2011; Font *et al.*, 2008; Richards & Font, 2019; Sigala, 2008; Zhang *et al.*, 2009). Within this context, research on STSC has focused on the business case of cost savings and efficiency of resources (Baddeley & Font, 2011; Richards & Font, 2019; Sigala, 2008). It has shown the use of imbalanced power, and domination of tour operators on suppliers (Bastakis *et al.*, 2004; Medina-Mu~noz, Medina-Mu~noz, & Garcia-Falc_on, 2003; Richards & Font, 2019). Henceforth, a comprehensive investigation of different stakeholders' role in the sustainability of TSCM could be useful (Bastakis *et al.*, 2004; Cho *et al.*, 2017; Mwesiumo & Halpern, 2018; Sigala, 2008; Richards & Font, 2019; Zapata *et al.*, 2018). Consequently, coordination between different TSC actors is still limited especially when linking it to CSR and the sustainability of tourism.

Sustainability requires a clearer understanding of sustainability necessities, limitations, and opportunities at each and every stage of TSC, which would help to

identify successful measures, barriers and opportunities for promoting tourism sustainability (Richards & Font, 2019; Xu & Gursoy, 2015b, 2015c). Further research explores opportunities for and barriers against sustainability sourcing and sales for tour operators and ground agents with an emphasis on TSCs in the UK (Richards & Font, 2019; Xu & Gursoy, 2015). However, previous literature review shows the limited number of studies focusing on the barriers and drivers of sustainability in TSC.

Studies have covered sustainable tourism in several countries: Turkey (Tosun, 2001), Canada (Jayawardena, 2003), the UK and Europe (Baddeley and Font, 2011; Font *et al.*, 2008). Although articles discuss how relevant CSR is to sustainability in the TSC (e.g. Coles *et al.*, 2013), CSR and sustainability in the hospitality supply chain (Henderson, 2007; Frey and George, 2010; Vimolboon & Kirsten, 2014; Xu & Gursoy, 2015), embracing the CSR concept in tourism (Sheldon & Park, 2011; Camilleri, 2014), awareness of CSR in tour operators (Dodds and Kuehnel, 2010; Sigala, 2008), CSR in the airline industry (Cowper-Smith & Grosbois, 2011), tourism sustainability in developing countries (Tosun, 2001), and social issues under CSR (Paek *et al.*, 2013), this area of study is still under-researched, especially when limited to CSR and TSC in developing countries and Egypt. Similarly, tourism should be responsible and take special care of its supply chain. Only 200 articles have been on tourism industry and TSC have been published, with a focus on sustainability (Richards & Font, 2019; Szpilko, 2017), though there is a lack in the developing countries especially in Egypt, the context of this study.

For this research, the chosen country is Egypt, as it has almost every type of tourism, with a variety of attractions, which are cultural, archaeological, religious, beach and leisure. As a result, Egypt was one of the earliest countries to think of tourism with a positive competitive edge that attracts tourists with different interests (Daher, 2007). There are several reasons behind choosing Egypt. TSC in Egypt is not well developed or researched. As tourism in Egypt is one of the main sources of foreign income (Essner, 2003; Hamzawi, 2001; Rudwan, 2002; Sakr and Massoud, 2003), it should cope with the international needs of sustainability which is a new phenomenon.

It needs to be explored in developing countries as it is still unresearched compared to the developed world.

To have a comprehensive picture of TSC in Egypt, this study will involve the hotel sector, tour operators, air transportation sector and the ministry of tourism, which are the main players in a noncomplex TSC (Zhang *et al.*,2009). The sustainability of an organisation is impossible if practices are not integrated within its supply chains. The social and environmental benefits will decrease if supply chain members in front and and behind are not incorporated with sustainability activities (Bai & Sarkis, 2010; Preuss, 2005). The quality and depth of companies and suppliers' relationships are common facilitators and supporters of SSCM (Touboulic and Walker, 2015). Preceding research in supply chain sustainability emphasised the importance of cooperation between all stakeholders to simplify sustainability initiatives as a fundamental element for sustainable development in tourism (Alexander, 2000; Aref *et al.*, 2010; Bashir, 2012; Borrini-Feyerabend, 1996; Bramwell, & Lane, 2000; Bramwell & Sharman, 1999; Byrd, 2007; Choibamroong, 2011; Dabphet, *et al.*, 2009; Eagles *et al.*, 2002; Easterling, 2005; Freeman, 2010; Fusco, *et al.*, 2009; Gnan, *et al.*, 2010; Godfrey, 1998; Gold, Seuring, & Beske, 2010; Hardy & Beeton, 2001; Jamal & Getz, 1995; Manwa, 2003; Ritchie, 1993; Saftic, *et al.*, 2011; Seuring & Müller, 2008; Gracia, 2013; Swarbrooke, 2000; Tkaczynski, *et al.*, 2009; Wan & Xiangping, 2013; Weladji & Vedeld, 2003). Cooperation and governance sharing is an influential tool in facilitating sustainability initiatives in STSCM (Gimenez, Sierra, & Rodon, 2012; Vurro, Russo, & Perrini, 2009). Therefore, this study aims to explore sustainability with the main stakeholders and supply chain actors in TSC in Egypt.

As a review, these examples show that there is little research in the Egyptian context, as this area of study is often not published in academic journals or written in English. Furthermore, studying sustainability in the context of TSC in Egypt is still undiscovered. This paper makes a clear contribution to the STSC management research in Egypt.

2.11. Chapter Summary

This chapter defined the structure of the TSC and its sustainability. Although the literature on TSCM has been reviewed, research on TSCM in Egypt is still scarce. The phenomenon of sustainability in TSCM is still embryonic especially in Egypt. The efforts of sustainability in TSC in Egypt is also reviewed. This chapter lays the foundation of TSCM and sustainability concepts, showing the three sustainability pillars which are social, environmental, and economic. The following chapter will review the concepts of CSR and its relation to sustainability.

CHAPTER THREE

3. CHAPTER THREE: CONCEPTUAL CHAPTER

This chapter explains and highlights the academic literature reviewing some of the most important concepts related to this study, based upon previous conceptual and empirical findings. By reviewing the academic literature, the researcher will be able to identify gaps, to contribute to knowledge, by creating a new conceptual framework. Conceptual and empirical findings are essential to improving the research concepts (Fan, 2010). Chapter two discussed the literature on sustainability of TSC, whereas this chapter will study CSR and its link with sustainability through a conceptual framework. It explores the link between CSR and sustainability, realising a vague understanding and limited research regarding the sustainability of TSC. Accordingly, there is need for a thorough study of these factors and their links.

3.1. Corporate Social Responsibility (CSR)

The concept of CSR has been developing since the 1970s. However, there is no commonly accepted definition. Governments, private sector, or civil society organisations each have different perceptions of the concept, depending on stakeholders' perceptions and the industry (Dahlsrud, 2008; Martínez, Perez & del Bosque, 2013; McWilliams, Siegel & Wright, 2006). Many associations have elaborated their definitions of CSR. For instance, CSR is defined by the Business for Social Responsibility (BSR: 4) as, *"operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business. CSR is seen by leadership companies as more than a collection of discrete practices or occasional gestures, or initiatives motivated by marketing, public relations, or other business benefits. Rather, it is viewed as a comprehensive set of policies, practices and programs that are integrated throughout business operations, and decision-making processes that are supported and rewarded by top management."*. This definition explains the wider responsibility of business; however, it is not precise about achieving economic development while improving society and the environment. On the contrary, later definitions show the commitment of business towards the community, society, and the environment. As defined by the European

Union, CSR is, "*the concept that an enterprise is accountable for its impact on all relevant stakeholders. It is the continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the quality of life of the work force and their families as well as of the local community and society at large.*" (EU, 2001: 6). In general terms, CSR also means, "*the commitment of business to behave ethically and contribute to sustainable economic development while improving the quality of life of employees, their families, local communities, and society at large."* (WBCSD, 1999: 3).

Diverse terms have been applied to CSR, mostly overlapping each other, although not always sharing the same ideas (Coles *et al*., 2013). Some examples of frequently used CSR related terminologies are corporate responsibility (CR), social responsibility (SR), corporate social, and environmental responsibility (CSER), corporate sustainability management (sometimes confused with sustainable development), corporate citizenship, corporate ethics, TBL and corporate governance (CG) (Blowfield & Murray, 2008; Carroll & Shabana, 2010; Coles *et al*., 2013; McIntosh, 2003; Salzmann *et al*, 2005). Consequently, numerous current definitions have focussed on the notion that CSR is basically 'sustainable development for businesses', whereas companies voluntarily consider, and work on, their social and environmental benefits and damage besides the economic ones, the TBL approach (Coles *et al*., 2013; Moneva *et al*., 2006; O'Rourke, 2003).

The European Commission integrates dimensions of sustainable development issues and stakeholder management by shaping CSR as a *"concept whereby firms integrate social and environmental issues in their business operations and in their relations with their stakeholders on a voluntary basis."* (CEC, 2001: 6). This not only means accomplishing legal responsibility but also environmental, social, and economic ones (McWilliams & Siegel, 2001). These objectives can include the implementation of advanced programs for human resource management, philanthropic activities, supporting local business (McWilliams & Siegel, 2001). CSR is typically related to a range of organisational activities comprising but not limited to stakeholder engagement, employee welfare schemes, community practices, responsible SCM,

charitable donations, environmental stewardship, and ethical leadership (Coles *et al*., 2013). Carol (1979) believed that CSR indicated all the economic, legal, ethical, and charitable desires toward a particular time of social organization, including economic and legitimate responsibility, moral and charitable obligations. Moreover, Carroll (1979: 500) defined CSR as, *"the need for organisations to consider the good of the wider communities in which they exist, both local and global, in terms of the economic, social, environmental, legal, ethical and philanthropic impact of their way of doing business.*" Elkington (1997) recommended the TBL idea in CSR whereby the economy ought to hold the three bottom lines of social, economic, and environmental issues. Economic responsibility is a traditional corporate responsibility and economic prosperity; environmental responsibility focuses on the protection of the environment and environmental quality; social responsibility oversees social justice.

On behalf of Frey and George (2010: 623), a more responsible approach may involve, *"efforts to: increase community involvement in decision-making, build mutually beneficial partnerships with communities to diminish economic leakages, provide job opportunities, update investment policies and relations with investors, address corruption, abide by governmental regulations, enhance suppliers' relations and marketing intermediaries, advertise honestly, execute fair pricing policies, provide equal opportunities and remuneration, reduce waste and increase the management of scarce natural resources."* (Hunt, Wood, & Chonko, 1989; Maignan & Ferrell, 2004; Pender & Sharpley, 2005: 196; Porter & Kramer, 2006).

According to Sohail (2008), corporate social responsibility is a contribution to sustainability development and assists businesses in their long-term achievement. Such definitions are open to many explanations, according to their cultural situation. CSR may cover different perspectives such as:

1. A firm running the business in a responsible manner in relation to all stakeholders. This perspective ensures workers' rights, employment conditions, education, training and good corporate governance.

2. A business role in relationship to the government, state, local and national, including standards. This perspective involves compliance with regulations such as tax paying and ensuring the effective functioning of the state.
3. A business performing responsibly as a member of society, and towards the community. This perspective has many layers that involve the relations of the company with the environment, people in the societies in which it operates, and export customers. Usually achieving CSR is understood from the business view of being generous to community projects, donations, and charity involvement; however, this can be disappointing when the business does not reach the maximum stipulated contributions (Reyes and Twose, 2002).

There is no common or standard definition for CSR; nevertheless, the increased literature, academia and managers approve CSR as a method to support corporate business from only an economic concept, seeking profit from a further advanced humanitarian and ethical model to enhance the added value to the wide-ranging scale of the community. It was claimed by Kennedy School of Government that, *"CSR encompasses not only what companies do with their profits, but also how they make them. It goes beyond philanthropy and compliance to address the way companies manage their economic, social and environmental impacts and their stakeholder relationships in all key spheres of influence: the workplace, the marketplace, the supply chain, the community and public realm."* (Rai *et al*., 2013: 15). The World Bank definition emphasises the obligation of the corporate to sustainable development. *"Corporate social responsibility is the commitment of business to contribute to sustainable economic development-working with employees, their families, the local community, and society at large to improve the quality of life, in ways that are both good for business and good for development."* (World Bank, 2004: 3). Nevertheless, the continuous issue in defining and highlighting CSR purposes remain obvious despite these elaborations. According to Zappala (2010), an understanding and integration of broader sustainability outcomes reflected in the concept of CSR is still limited and fragmented. Pruzan (2008) agreed that conceptualisation has been avoided to a great extent and claimed that the main emphasis is mainly on how to operationalise

CSR - how to integrate it into the corporation's vocabulary, policies, stakeholder communications, and reporting systems.

The interpretation and adoption of CSR varies between different cultures, although in several countries climate change and environmental degradation is guiding CSR today. Religious and cultural traditions usually inspire the business community's ethics, indicating a different level of recognition and use of CSR (Jamali, Zanhour and Keshishian, 2009). Nations' understanding of CSR varies depending on their institutional and political settings. Qu (2007) found significant differences in regulation affecting CSR activities among Chinese and U.S. businesses. Wildes found differences in interpretations of CSR between Europe and U.S. CSR in Japan is often used to respond to international and governmental pressures and to regain lost trust (Sheldon & Park, 2011).

Consequent to the previous review, the researcher surmised that different definitions helped to improve the principles of CSR, by providing a solution, in addition to policy making and understanding the problems faced. Freeman (1984) argues that the purpose of CSR is to maintain the environment for all stakeholders to profit together by reducing the negative impact resulting from business conducts built on ethics and creating values not only for shareholders but all stakeholders. To sum up, the philosophical origin is the obligation of the organisations to contribute to society and to the environment, with economic benefits; the significance of CSR is its even distribution through industries and its context in specific countries (Ketola, 2006). As CSR is now directed to a more sustainable approach, the researcher thought it would support this study to achieve its aims and objectives. For this reason, CSR has been chosen for this study to support the sustainability concepts discussed in chapter two.

As previously mentioned, CSR is a broad concept and has different meanings. Consequently, it includes many dimensions which need to be discussed in detail to build a conceptual framework linking it to sustainability of TSC. The most important dimensions and theories will be introduced in the following sections.

3.1.1. CSR Approaches

Park *et al*. (2014) presented several theoretical perspectives for CSR. *The integration approach* argues that society and corporations can be integrated and supported by each other (Porter & Kramer, 2006). *The relational approach* indicates that firms through their CSR practice should satisfy internal and external stakeholders by building constructive relations (Porter & Kramer, 2006). *The ethical approach* suggests that the basis of CSR is attitudes, morals, and obligations of the organization (Carroll, 1979). The following section highlights the different CSR approaches.

3.1.1.1. Carroll's CSR Pyramid Vs Visser's CSR Pyramid

Most academics refer to Carroll's (1991) CSR pyramid, when it comes to CSR dimensions understanding. A framework for CSR dimensions was suggested by Carroll (1991), framed into a pyramid structure, showing economic, legal, ethical, and philanthropic responsibilities (see Figure 3. 1). He prioritised economic responsibility, situating it at the base of the pyramid, as business remain afloat, always viable and profitable. Carroll emphasised that economic responsibility is the main element of CSR and firms cannot practice philanthropic CSR before fulfilling economic, legal, and ethical responsibility first. Legal responsibilities entail operating in accordance with regulations and laws. Ethical responsibility is the company's operation according to ethics to avoid harm or discrimination. The top of the pyramid displays the philanthropic responsibilities, such as giving to charities, orphanages, or environmental issues.

However, this is not the case in developing countries. Visser (2008) suggested a more suitable model that best reflects CSR practice in the context of developing countries. Visser (2008) claimed that Carroll's (1991) CSR pyramid was not suited to developing countries. However, in his model economic responsibilities remained as a first priority but philanthropy was the second, followed by legal and ethical obligations. This logic is proposed in developing countries as they need more philanthropy considering the realities of poverty, unemployment and foreign direct investment shortages (see Figure 3. 2).

Figure 3. 1: Carroll's CSR Pyramid

Source: Carroll (1991)

Figure 3. 2: Visser's CSR Pyramid

Source: Visser (2008)

In Carroll's conceptualisation, the guidelines of responsibilities were limited, making collection, organization, and evaluation of CSR data difficult (Clarkson, 1995). As a result, other theories were drawn but the most common are stakeholder and TBL theory.

3.1.1.2. *<u>Stakeholder Approach</u>*

The stakeholder approach to CSR was built on Carroll's pyramid and introduced a matrix for stakeholder responsibility. This theory was proposed to organise managers' ideas about what organisations need to do concerning their economic, legal, ethical, and philanthropic responsibilities in relation to stakeholders.

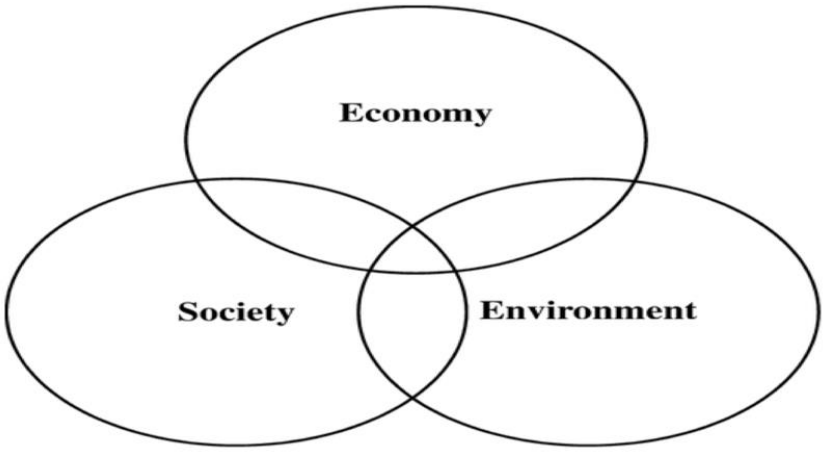
This approach helps to recognise entities, to which businesses are most important and to whom the firm must be responsive (Carroll, 1991).

3.1.1.3. The Triple Bottom Line (TBL)

The TBL approach is a different CSR approach. CSR is linked to sustainability in the sense that stakeholders should be engaged, identified, and measure their impact on others (Camilleri, 2014). CSR is related to the company's obligation to be responsible to stakeholders aiming to achieve sustainable development, which includes social, environmental, and economic dimensions (Camilleri, 2014; Henderson, 2007; Tuan, 2011). Font *et al*. (2012) argued that firms' responsibilities reach beyond both economic, legal, social and environmental. Using a TBL framework to measure and report on the organisations' performance extends over the traditional one bottom line which focuses only on the economic factor, 'profitability'. The basis of this approach is that the organisations' responsibility towards their stakeholders can be calculated, measured, reviewed, and reported (Norman & MacDonald, 2004). The TBL approach is more than an accounting and reporting; with the application of the framework, it is expected to reach to ideal sustainability. (Elkington 1997; Faux, 2005).

Elkington (1994, 2004) shows in Figure 3. 3, the close relation between sustainability and TBL. The latter highlights a balance between three components, mainly the economic welfare, environment, and equality among members of society (Glavas and Mish, 2015). Lüdeke Freund (2009) claimed that companies should look beyond being profitable and keenly manage its effect on the three components of sustainability. Companies should not only focus on the economic dimension of sustainabilitywhich will not show its success (Dyllick & Hockerts, 2002; Wang & Lin, 2007). Omimi (2013) claimed that when TBL was applied in companies it was not only because of outside pressure but because of its long-term profitability. The three dimensions of CSR are important for overall sustainability. Because aspects of TBL are interrelated, they impact each other in different ways (Dao *et al*., 2011; Dyllick & Hockerts, 2002).

Figure 3. 3: Triple Bottom Line (TBL)



Source: Elkington (1994)

While sustainability issues gain importance, companies report measures on their social, environmental, and economic activities in their annual reports (Ferro *et al*., 2019). Nevertheless, these reports will remain a disregarded instrument until a world-wide reporting system is implemented and accepts comparisons between sectors and companies (Schulz and Flanigan, 2016). The absence of worldwide and regular methods of measurement could be solved if indicators of sustainability were in place (Ferro *et al*., 2019). The main logic of TBL for sustainability of business is a framework that expands economic, social, and environmental components besides offering guidance for sustainable development in relation to the UN 2030 agenda (Svensson *et al*., 2016a). However, research on this framework as a means to sustainability is still limited. One of the key limitations regarding CSR and sustainability is an absence of well-defined conceptualisation, and interrelatedness due to the lack of measurement and monitoring. Various businesses found it difficult to measure the performance of sustainability of businesses and CSR as it is a comprehensive and vague topic (Economist, 2008). Furthermore, previous studies in tourism show that mangers do not fully comprehend CSR (Sheldon & Park, 2011). Therefore, there is a demand for quantifying the TBL approach and introducing common indicators. As a result, the Global Reporting Initiative (GRI), which is a separate body founded to support sustainability and TBL reporting guidelines,

provided a comprehensive list (Faux, 2005). GRI is a non-profit organization that provides companies and organisations with a comprehensive sustainability framework promoting economic, environmental and social responsibility (GRI, 2000).

The GRI list includes more than 50 indicators. For example, the environmental dimension covers energy, materials, water, transport, emissions, biodiversity, effluents and waste, environmental grievance mechanisms and supplier environmental assessment. The social bottom line is classified into four: human rights, product responsibility, labour practices and decent work, and society. Finally, the economic bottom line includes criteria such as procurement practices, indirect economic impacts, market existence, and economic performance (GRI, 2014).

Lately, more studies have examined the business case and positive link among ethical responsibility and the success of the business, providing strong evidence (Jones, 2011). They include reporting and accounting standards beyond the economic measure, measuring various outcomes, as in the Dow Jones Sustainability Index, GRI (Global Reporting Initiative), UNPRI (UN Principles for Responsible Investment) and TBL Reporting. However, there is a limitation in conceptualisation and understating as Kramar (2011:160) pointed out that, "*an understanding and integration of broader sustainability outcomes reflected in the concept of CSR is still limited and fragmented*". Moreover, Pruzan (2008) agreed that conceptualisation has been largely by-passed, stating that the existing focus on the concept focus is, "*primarily on how to operationalise CSR - how to integrate it into the corporation's vocabulary, policies, stakeholder communications, and reporting systems*" (Kramar, 2011:160). This supports the author's view that research on sustainability, based on CSR, is still not well comprehended in a theoretical and a practical context.

3.1.1.4. CSR for Sustainable Tourism Development – A Model

The previous theoretical models of CSR analysed and assessed one dimension or more from three sustainability aspects: economic, environmental, or social, but without incorporating the three dimensions except the TBL. To achieve balance between the

three sustainability dimensions, a considered effort is needed to monitor and evaluate the interaction among these dimensions (Abdelhalim & Eldin, 2019).

Accordingly, responsible sustainability is described as "*a collective responsibility to advance and strengthen the interdependent and mutually reinforcing pillars of sustainable development, economic development, social development and environmental protection, at local, national, regional and global levels*" (Johannesburg Declaration, 2002: 1). This definition is appropriate to CSR appraisal which centres the evaluation at the business unit and corporation levels. Development of sustainability requirements should penetrate the assessment model. Abdelhalim and Eldin (2019) broadened Carroll's CSR pyramid to include sustainability responsibility as a fifth layer, to reflect the interaction of the sustainability dimensions of social, environmental and economic factors into the company's strategies. Another sense concerns business responsibility towards the environment and society, or towards achieving a balance among its efforts for being profitable and simultaneous contribution to preserving the environment along with social development. Recently, sustainability has developed into a global trend exercising a huge amount of pressure on businesses (Abdelhalim & Eldin, 2019). The main hypothesis of the proposed CSR model is that CSR can contribute to sustainability basically through a sustainable development form of CSR completed to some extent by wide-ranging markets and the bottom of the pyramid (BOP), in the form of CSR.

The CSR new generation emerges when companies include CSR related actions into the main business model aiming to accomplish wide-ranging development (Abdelhalim & Eldin, 2019). In addition, they offer solutions that support the BOP whilst at same time enhancing the profitability. To reach that balance, businesses are required to participate with different stakeholders serving in areas such as health, housing, education, water and waste management (UNDP, 2016). The following Table 3. 1 illustrates the indicators for CSR strategies in the CSR sustainable development model. However, this model is adapted to fit the TBL of sustainability. The researcher added another indicator of balance between TBL in the fifth layer of the model. Sustainable Development Responsibility should not only cover the social and

environmental benefits but also the economic ones. Therefore, a balance should be achieved according to the TBL approach discussed earlier.

Table 3. 1: CSR Sustainable Development Indicators Principles/Strategy

CSR Principle	**Indicators**
Economic Responsibility	➢ Calculating return on investment ➢ Strong brand name ➢ Knowledge of and adhering to international standards, especially GRI
Legal Responsibility	➢ Complying with the national development agenda and national strategic vision 2030 ➢ Existence of projects in partnership with government ➢ Existence of soft or hard regulations
Ethical Responsibility	➢ Adhering to international standards such as GRI ➢ Complying with consumer rights ➢ Sustainability reports publishing
Philanthropic Responsibility	➢ Philanthropic activities and donations to communities
Sustainable Development Responsibility	➢ Contributing to human development and poverty alleviation ➢ Contributing to environmental improvement and balance ➢ Balance between the TBL of sustainability

Source: Based on Abdelhalim & Eldin (2019) and Adapted by The Author

3.1.2. <u>CSR Characteristics in Developing Countries</u>

With the onset of globalisation, CSR is further being highlighted in developing countries, with the company's performance increasingly being directed from environmental, social, and economic impacts and bottom lines (Hardjono & van Marrewijk, 2001; Jamali, 2006). Society's requirements and social issues are greater

than the capacities of governments to enforce them, especially in developing countries (Jamali, 2006). Therefore, CSR is attracting serious attention as an important accompaniment to counterbalanced and sustainable development in both developed and developing countries (Jamali & Keshishian, 2009).

However, research on CSR in developing countries has been slower and more fragmented, although CSR has unique characteristic features or peculiarities in this situation. In this context CSR has wider scope, beneath corporate strategies and politics than in many developed countries (Baskin, 2006; Gugler and Shi, 2009). CSR action in developing countries is accordingly portrayed as advanced and extensive, although it tends to be attributed to greater philanthropy (Amaeshi *et al*., 2006). It draws on acutely engrained cultural/religious ethics/values and is mainly situated in local communities (Jamali, Zanhour, & Keshishian, 2009; Visser, 2008).

Utting (2003) emphasised that beyond evaluating the scope and implementing certain CSR practice and institutional arrangements, it was necessary to reflect on the broader development of CSR implications. There is a common misunderstanding by many individuals and corporations about implementing CSR, that CSR and partnerships, in any form have to be acceptable for development. He suggested carefully looking at this assumption, given the following characteristics of CSR in developing countries:

- The CSR motivation tends to be 'northern driven' and spotlights a genuinely limited set of issues. Many of the environmental and social activities or issues with concern to employees and societies may not attract much attention in developing countries.
- 'Indigenous' ways to deal with CSR, which exist in all social communities, do not warrant consideration from the standard CSR community, which tends to concentrate on standard arrangements for approaches and instruments.
- As the 'social' part in CSR intensity focuses on relations of the company with community and the working conditions in the core business and plants, there is

still less attention given to aspects related to workers' empowerment, conditions of sub-contracted workers, industrial relations, and labour rights.

- The gender issue is similarly neglected. It not only relates to the needs of women workers but also their engagement in trade unions and other political processes related to CSR.
- Small and medium-sized companies in developing nations that play a part in multinational organization supply chains expect to pay the expenses of CSR. Multinationals or northern retailers might not contribute, if anything, to share these expenses. Additionally, multinationals and substantial northern retailers continue to force unfavourable conditions on suppliers regarding cost and delivery plans, which restricts their capacity to make improvements.
- CSR might strengthen patterns to include the grouping of corporate forces by embracing small firms from supply chains and concentrating production by larger firms with a greater ability to put CSR initiatives into action.
- CSR might have protectionist suggestions by confining access of southern firms to northern markets, but such ramifications are occasionally exaggerated.
- CSR and organisations might upgrade the competitiveness of multinational companies to the detriment of firms in developing countries.
- Numerous governments in developing countries, forced by international pressure, cannot help to developing the type of administrative and motivating force structures that would empower CSR. This is connected to debts, downsizing and structural modification.
- The big picture in developing countries' CSR agenda is usually missing from determinants of underdevelopment for structure and polices, such as corporate power issues, influence of lobbying and politics, specific macro-economic policies, price transfer, unsustainable investment, consumption trends, intra corporate financial flows, tax avoidance and the determinant relationship with corporations.

3.1.3. CSR in Egypt

According to Jamali (2014), CSR in the Middle East region is not well established, understood, or practised in accordance with international standards in the West. It has been argued that the Middle East has specific economic, political, and social issues including unemployment, health, poverty, lack of democracy, lack of education, strong cultural values, and the environment. In this region the present status of CSR is dominated by an Islamic philanthropic CSR (Avina, 2013; Jamali & Sidani, 2012). According to Avina (2013), CSR activities in the Middle East area are grouped into three major categories which are, '*traditional support to the communities, philanthropic, and theme-based CSR with government partnership*'.

Egypt has a well-established heritage of philanthropic donations from personal initiatives, donations from rich, well-known families, and faith based on Wakfs and Zakat. Previous researchers disputed the popularity of Islamic CSR within the setting of Egypt (Darrag and Bassiouny, 2005). In past times, there was a shift from the private sector for resources usage on philanthropic basics through their CSR policy. This is still a promising domain with little information. In Ramadan (the holy month) initiatives, donations or money taken by companies to help the vulnerable, is categorised as unsustainable and short term (Avina, 2013).

Resources of CSR in Egypt are still scarce, but existing literature states that it is philanthropic (Refaat, 2014). Refaat (2014) debated that CSR practices were initiated by multinational companies. However, they lack longstanding vision as well as being restricted to philanthropic voluntarily acts, and informal giving with a lack of coordination among different stakeholders.

In a previous study conducted on CSR practices in Egypt, it was discovered that although some companies publish their CSR portfolio, it lacks substance because of an insufficient legislative framework for companies to reveal their social practices (Rizk *et al*., 2008). Social practices are described as information about the company's relationship with the social environment in issues related to human resources, product safety and community involvement. (Safwat, 2012). This phenomenon is gaining

ground as Egypt is committed to sustainable development 2030 to include a liberal market economy while emphasising the private sector's contribution to development (Egypt's vision 2030) (The Arab Republic of Egypt, 2019). Furthermore, the revolution of 2011 increased awareness of social change and corporations (Avina, 2013). Contributions to community welfare programs are supported and endorsed with little change.

3.1.4. Drivers Shaping CSR Practices in TSC

Fundamentally, the drivers of CSR are a blend of drivers and risks which target organisations to enhance standards. These drivers are business-sector based, normally appearing when a firm expects or reacts to a risk connected with social work, or environmental effects of a particular business practice.

Motives or drivers that shape CSR practice in developing countries. These motives are addressed by multiple researchers. Frynas (2005), and Frynas and Camila (2016) portray these drivers as gaining a competitive advantage, stabilising the working environment, managing external perceptions, and maintaining employee satisfaction. According to Lund-Thomsen (2004), CSR motives are a performance management strategy that reflects a true commitment for improving social and environmental conditions and achieving sustainable development in developed and developing countries (Jamali & Keshishian, 2009). Henderson (2007) and Camilleri (2014) have shown that CSR can contribute to sustainable tourism industries. Management strategies give the impression that business leaders claim commitment to CSR, but in practice they do less. Involuntary compliance means firms are obliged to enhance the context in which they operate if they wish to survive. Sánchez (2000) states that motives were firstly the desire for legitimacy nationally and internationally, and secondly was peer pressure that forced firms to clone their competitors and recommend comparable philanthropic practices. Another motive was obtaining a 'license' so firms could operate and remain through improving their competitive position and the purchasing power of their customers (Baskin, 2006). Newell and Muro (2006) claim that motives are the desire to enter global markets through conforming

to buyers' demands and consumers' concerns outside the country. Pressure is exerted by headquarters in developed countries to apply the same CSR approaches in developing countries. Other motives are enforcement of international codes and standards (Visser, 2006) and penetrating new markets (Jenkins, 2005).

CSR drivers can be divided into internal and external (Muller & Kolk, 2010). Internal drivers are generated from forces arising from organisational structures such as management, employees, organization sizes, culture, and code of conduct (Bello & Kamanga, 2020). Conversely, external drivers are pressures from the external environment of the business (Bello & Kamanga, 2020; Muller & Kolk, 2010; Mzembe & Meaton, 2014). This involves the stakeholders' expectations as community, customers, government, competitors, financial investors, private companies, and civil society parties (Bello & Kamanga, 2020). In CSR literature, there is a weighty bias given to external forces (Bello & Kamanga, 2020; Lynch-Wood *et al*., 2009). Nevertheless, some scholars disagree with claims that the degree of influence on business practices comes from stakeholders and differs through the industries (Bello and Kamanga, 2020; Heslin & Ochoa, 2008; Muthuri & Gilbert, 2011). It was claimed by Bowen (2000) that businesses with extreme environmental and social risks such as tourism, are probably more affected by their stakeholders than those with little risk (Bello and Kamanga, 2020). Within the tourism industry, there is more influence on large and high-risk businesses than smaller and low risk ones, as they are more visible to stakeholders (Lynch-Wood *et al*., 2009). Consequently, large, and high-risk businesses probably have a clear CSR strategy in comparison to small and low risk companies (Kolk, 2003).

There are dissimilar drivers for practising CSR between companies (Bello and Kamanga, 2020; Muthuri & Gilbert, 2011). Managing risk and building reputation are the main drivers for CSR (Kalisch, 2002). In most developing countries, businesses in tourism work in poor rural areas, as there is an obligation to support local community through their CSR practices; it is a mean to enhance the business reputation as an ethical business (Bello and Kamanga, 2020; Epler Wood & Leray, 2005; Van der

Merwe & Wöcke, 2007). According to Sprinkle & Maines (2010), there are six motives for CSR engagement:

1. Philanthropic intentions, have faith that their participation in CSR makes them more ethical, decent people.

2. To soothe stakeholders, to escape bad publicity.

3. To generate employees benefits, generating their loyalty from satisfaction and motivation. It is claimed that corporations imagine that CSR practices will "*help recruit top candidates … and increase retention rates of high-potential employees*" (Dizik, 2009: 8). Moreover, others argue that "*people are seeking meaning at work … and, it has become clear that staff motivation is a powerful bottom-line benefit of corporate responsibility*" (Murray, 2007:11).

4. To offer the business with customer-related benefits, to increase the market share.

5. Providing environmental attention to the business' CSR practices contributes to reduction in the cost of production. The environmental emphasis of CSR practices in the tourism sector support resources preservation that tourism depends on.

6. CSR is seen as an important factor for managing risk for businesses. Companies can reduce their risks by participating in CSR practices which enhance the company's social reputations positively (Bello and Kamanga, 2020; Orlitzky & Benjamin, 2001; Scholtens, 2013).

Furthermore, it was noted that peer pressure acts as a driver for adopting CSR (Matten & Moon, 2008), highlighting those businesses which imitate best practices by the top CSR companies irrespective of their industry. This formulates the similarities in CSR practices; however, the outcome is different as there are different competencies, organisational cultures, and resources (Heslin & Ochoa, 2008). Bello and Kamanga (2020) state that CSR drivers are also categorised as *value driven* which

is part of a business's core beliefs and values, *performance driven* as an instrument for improving performance and competitiveness, and *stakeholder-driven* which responds to the pressure of stakeholder groups (Maignan & Ferrell, 2004: 501). Furthermore, the values, owners and mangers' interests affect the CSR agenda of the companies (Bello and Kamanga, 2020; Hemingway & MacLagan, 2004; Muller & Kolk, 2010). According to authors, beliefs and values can control the culture and organisational practices as they influence the firms' responses to social issues (Bello and Kamanga, 2020; Heugens *et al*., 2008; Sharma, 2000)

3.1.5. CSR Barriers in TSC

Even though there are advantages of CSR, barriers and constraints also exist. Some of them are political systems, economic status (Bello & Kamanga, 2020; Nord, 2006) and scarcity of resources (Bello & Kamanga, 2020; Moyeen & Courvisanos, 2012) which influence the implementation of the concept. Furthermore, the level of economic development of a country is presumed to have a negative impact on the CSR of the companies. Businesses need to preserve their profits from the expenses of environmental plus social concerns (Bello & Kamanga, 2020; Jenkins, 2005). Absence of commitment of the government for CSR regulation enforcement has made companies relax in conducting their business, as CSR is regarded as voluntary practice (Bello & Kamanga, 2020; Lindgreen *et al*., 2009; Rogerson & Sims, 2012; Van der Merwe & Wöcke, 2007). Limitation of resources such as time and money (Bello & Kamanga, 2020; Moyeen & Courvisanos, 2012), and absence of employee commitment can harmfully affect CSR implementation. Due to the limitation of resources, the SMEs prioritise profitability, continuous development and provision of suitable service/product to customer above CSR (Bello & Kamanga, 2020; Worthington *et al*., 2006). Van der Merwe & Wöcke (2007) and Bello & Kamanga (2020) claim that in developing countries, most tourism firms fail to contribute to CSR since they do not understand advantages (Bello & Kamanga, 2020).

Prior studies explored the main challenges and difficulties for the implementation and practising of CSR. These can be classified into five key barriers.

Firstly, scarcity of financial means, an absence of adequate financial funds to implement CSR practices (Arevalo & Aravind, 2011; Vasilenko & Arbačiauskas, 2012). Generally, it is very costly to implement CSR (Arevalo & Aravind, 2011; Grayson & Dodd, 2007).

Secondly, absence of knowledge and resources. This barrier arises from an insufficient knowledge of CSR for practicing and implementing the process, inadequate skills, deficient awareness and knowledge of CSR innovations (Arevalo & Aravind, 2011; MacGregor & Fontrodona, 2008; Vasilenko & Arbačiauskas, 2012), insufficient incentives to encourage changes in CSR (Doh & Tashman, 2014), insufficient resources for CSR implementation (Garay & Font, 2012), lack of know-how of CSR which is a main concern (Grayson & Dodd, 2007).

Thirdly, there is insufficient awareness of chances of developing CSR which includes inadequate awareness of business benefits from CSR implementation (Grayson & Dodd, 2007; Arevalo & Aravind, 2011). Business in the tourism sector, especially TOs, who believe that CSR implementation is not important. This is because of low investment return resulting from CSR activities (Arevalo & Aravind, 2011; Hamman *et al*., 2005).

Fourthly, there is the absence of supporting systems and networks, insufficient training opportunities to study and train for CSR. In addition to the efforts needed to acquire information about the implementation of CSR activities (Arevalo & Aravind, 2011; Hamman *et al*., 2005), is insufficiency of having applied CSR models (Vasilenko & Arbačiauskas, 2012).

Fifthly is lack of time. The CSR application is too time-consuming. (Arevalo & Aravind, 2011; Vasilenko & Arbačiauskas, 2012). Time pressure causes conflicts because of the operational demands which results in lack of CSR execution (Grayson & Dodd, 2007; MacGregor & Fontrodona, 2008).

3.1.6. Benefits of CSR to TSC Actors

There are various benefits of engaging in CSR activities to TSC actors. For instance, implementing CSR practices in tour operating business processes ensures transparency and balance between financial, environmental, and social goals. According to Frey & George (2010) such balance and understanding of the TBL will help companies maintain the tourism products it relies on, and protect against negative public images. Garay & Font (2012) claimed that due to competition and economic reasons, TOs participate in CSR practices, particularly when they are related to image differentiation and cost savings. Previous research claimed that there is a positive relation and effect between CSR and return on assets (Rodríguez & Armas, 2007). According to Garay & Font (2012), CSR adds value to the share prices of businesses. Participating in CSR does not just require money and resources, but also generates financial and economic advantages. In the tourism sector, image differentiation is considered an important aspect, where CSR helps companies to be differentiated from their competitors by promoting sustainable image.

Gradually, hotels are trying to follow international 'green' standards when building and operating their properties such as Leadership in Energy and Environmental Design (LEED) and the Green Globe Company Standard. For example, all Novotel hotels plan to acquire Green Globe accreditation. They are managed by the multinational chain Accor (Luck and Bowcott, 2009). Starwood is evolving a green brand for hotels 'Element' as LEED Gold certified (Eco Green Hotel, 2010; Kucukusta, Mak, & Chan, 2013). Research has explored how CSR programs benefit different aspects of hotel operations (Lee and Heo, 2009; Lee and Park, 2009; McGehee *et al*., 2009; Tsai *et al*., 2012).

From an *internal perspective*, CSR practices generate a positive reputation and improve productivity, employees' commitment, and morale (Brammer *et al*., 2007; Porter and Kramer, 2002). According to Lee and Park (2009) and Kang *et al*. (2010), an important relationship exists between CSR and firm performance in the hospitality industry. From an *external perspective,* CSR activities can enhance the brand image

of a hotel and accordingly increase satisfaction and customer loyalty. Moreover, engaging in CSR programs will let hotels have strong relationships with government.

Altogether this indicates that CSR can bring various benefits to different parties, what Luck and Bowcott (2009: 297) proclaimed that "*a CSR strategy is not only needed but highly recommendable*". The CSR concept is now influential, and we should increase our knowledge. Lee and Park (2009) recommended that qualitative research should be applied for the exploration of CSR engagement in several sectors and countries. Even though CSR is now globally trending, managers were not aware of its conception (Luck and Bowcott, 2009; Kucukusta, Mak, & Chan, 2013). Consequently, it is fundamental to have a clear view of the most recent CSR activities in this sector to improve the competitive advantage as a means to improve sustainability. Recently, CSR has been used as a form of sustainability in tourism-related industries. Ensuring promotion of environmental sustainability, high labour standards, and supporting local communities are central aspects of international hotel groups (Bohdanowisz & Zientara, 2008).

Several studies have indicated that hotel businesses are keenly encouraging CSR activities (Bohdanowisz & Zientara, 2008; Hsieh, 2012). They claim that CSR initiatives are becoming more significant in the hospitality and tourism sector in proportion to other businesses (Holcomb *et al*., 2007). Several top international hotel businesses have implemented environmental and social objectives in their operations. They use CSR as a foundation for increasing competitive advantage like the Marriott, Intercontinental and Hilton (Bohdanowisz & Zientara, 2008; Hsieh, 2012). On the other hand, there can be less attention to CSR issues in the hotel industries (Hsieh, 2012), or hotels are quite satisfied with their CSR implementation (Levy & Park, 2011).

It is clear that TSC actors, in particular hotels, are adopting CSR because it positively impacts their brand image, reputation, customer satisfaction and loyalty in repeat visits. The next section will elucidate CSR and its adoption by different TSC actors.

3.1.7. CSR in TSC

The tourism industry has been affected by the corporate world discussion about CSR. This industry sector has large economic, environmental, and social impacts. Henderson (2007) argued that tourism provides experiences and involves transportation which gives rise to possible disturbing dynamics. Part of these harmful impacts can be environmental degradation, cultural erosion, and economic leakages (Hunter & Green, 1995). However, tourism can provide jobs, income and infrastructure that can boost economies and raise living standards. Furthermore, it reinforces the case of protecting resources and helps in financing their preservation (Henderson, 2007). As tour operators started to emphasise the various tourism impacts, and there has been a growing concern about their relationship with the environment and society (Goodwin, 2011). More attention has been given by academia to CSR within the tourism context (Bohdanowicz & Zientara, 2009; Dwyer & Sheldon, 2007; Inoue & Lee, 2011; Lee & Park, 2009; Miller, 2001). The attention of emerging research on CSR and its adoption by different TSC actors is gaining currently, especially about how it has been adopted by tour operators, hospitality and airline companies (Aragón-Correa *et al*., 2015; Font *et al*., 2012; Kang *et al*., 2010). The next sub-sections discuss the adoption of CSR by different TSC actors.

3.1.7.1. CSR and Its Adoption by Tour Operators

While the tourism sector comprises many actors, presently tour operators still have significant control in the supplier selection, assembly of holiday package and influencing consumers' choice of destinations, accommodation and other services (Font *et al*., 2008; Van Wijk and Persoon, 2006). Larger tour operators often own airlines, retail shops and hotel chains (van de Mosselaer *et al.*, 2012). SCM is a key component of the tour operating business (Budeanu, 2009; Font *et al*., 2008; Schwartz, Tapper and Font, 2008; van de Mosselaer *et al.*, 2012). SC offers a more clearly defined context and framework for tour operators to follow CSR policies and practices, where the level of supply chain sustainability depends on the performance of all the actors, suppliers and their links with the supply chain (Sigala, 2008).

Van de Mosselaer *et al*. (2012) shows that the CSR knowledge in the tour operating sector is still insufficient. TOs play a significant role in generating tourism either in international or domestic destinations. No academic attention has been dedicated to CSR among transport providers nor tourist attractions (Coles *et al*., 2013). Within tourist businesses, CSR has not been investigated, except for Eraqi (2010), who researched the tourism industry in Egypt, or Kasim (2007) who investigated the hotel sector in Malaysia. As indicated by the conceptualisation of Van de Mosselaer *et al*. (2012), tour operators can design more prominent obligations at three levels, specifically inside the company, at the destination and within its SCs. While they struggle over its practicality, they cannot be considered responsible for more obligation at the destination level, besides a desire of their capacity to impact their SCs (Coles *et al*., 2013). The standards of sustainable development are installed in their purchasing policies with their outer suppliers. Nevertheless, the research focuses on the multifaceted nature and extent of all the business arrangements, and in the process focuses on why numerous organisations have been specific in their CSR activities. The standards ought to drive alternative stages in the lifecycle of the product, including design, production, distribution, delivery, and reverse logistics (Coles *et al*., 2013). Unluckily, numerous organisations do not have the management capacity or framework to manage such complicated tasks whilst others are reluctant to invest to tackle these shortages. While many researchers tried to understand CSR through a wide range of contributions, it usually ends with a single focus aspect: 'single sustainability pillar'.

CSR make a valuable contribution towards sustainable tourism development. Its advantages are appreciated, since CSR is an instrument employed in the purpose of sustainability goals, with a prospective to assist companies to recognise and understand their obligations, striking a suitable equilibrium between commercial and non-commercial importance. Consideration is given to companies commanding the tourism industry if it is flourishing. On the contrary, one of the main issues of CSR is handling the company's relationships with society, while at same time maintaining the positive public image of the company (Lee & Park, 2009; Maak, 2007; Porter & Kramer, 2006).

3.1.7.2. CSR in The Hospitality sector

The hospitality industry has main roles for social, environmental, economic, and cultural resources, as it generates job opportunities and supports the development and improvement of any country's infrastructure. So that the industry can be exploited as a source of wealth creation for the country (Bohdanowicz and Zientara, 2009). The hospitality industry plays a very important role in tourism and is one of the most rapid growing sectors worldwide (Grosbois, 2012). Accordingly, CSR has a unique feature in the hotel industry, with a combination of tangible such as buildings and facilities and intangible resources, covering the services for customers. Fentaw (2016) states that in the hospitality industry, short-term profitability generation appears to be a management discourse that is gradually changing, with the adoption of sustainable practices, so that it can provide benefits for external stakeholders. Additionally, there is increasing recognition of businesses that understand consumers considering social equity. These businesses have given rise to sustainable practices within the hospitality sector.

Likewise, CSR activities in the hotels embrace all activities that result in satisfaction of customers which leads to customer loyalty. This was explained by Xu and Gursoy (2015) in their study, which examined the issues in sustainability regarding the hospitality industry from a SCM perspective. In addition, the three dimensions of sustainability were described to build a framework for a sustainable hospitality supply chain. It was claimed that there are two main motivations for hotel engagement in CSR practices, which are cost-cutting and increased publicity (Swarbrooke, 1999).

Liu (2003) claims that the hospitality industry has been criticised for its unsustainable actions. Generally, this is a result of negative environmental practices, for instance abandoning garbage or poor clean-up efforts, and the exploitation of local workers and local communities. It is challenging to understand and implement CSR practices owing to the fragmented nature of the hospitality industry (Jones, Hillier, and Comfort, 2016). For instance, numerous foreign tourists visit hotels, which has resulted in less connection between guests and local communities. The hotels may

service foreign customers more efficiently than local ones, which generate lack of connection, causing misunderstanding of the special effects of these decisions or actions on external stakeholders in comparison to the local community. This can only be improved by developing better awareness of hotel practices amongst tourists (Roberts and Tribe, 2008). Roberts and Tribe (2008) considered that socio-cultural sustainability ought to emphasis the relationship development between guests and local communities to create enhanced integration between hotels and the nearby communities. This kind of integration is believed to generate monetary value as it improves the experience to existing tourists.

Budeanu *et al*. (2016) debates that socio-cultural sustainability requires social interaction, relational management, and the sharing of value among people. This has increased in importance inside the hospitality sector as it provides attention to developing relationships between guests and employees, aiming to provide guests with better accommodation. This can be particularly important in relation to adding value and to services within the hospitality sector. Socio-cultural sustainability has a great effect on profitability, so it is comprehensively applied in the hospitality sector as well as being directly linked to guests.

Environmental sustainability is also beneficial to the hospitality sector in relation to generating value and positively benefiting stakeholders (Aragón-Correa *et al*., 2015). In some markets the hospitality sector has made efforts in terms of environmental criteria, where the latest energy saving equipment is used and hotels actively participate in environmental conservation activities. According to a study conducted by Knowles *et al.* (1999) carried out in hotels in London, it was found that 85% of hotels were taking some form of action to lessen their environmental damage. Even though those hotels were actively engaging in sustainable activities, it was believed that hotels are involved in the most ‘visible’ means of environmental preservation practices so that customers could appreciate those activities. Hotels can also use them as a marketing strategy towards showing their businesses as environmentally responsible. For example, Hobson and Essex (2001) found that although hotels claimed to have positive targets for the environment, they only applied

energy-saving strategies as a cost reduction method not for environmental benefits. Satisfying the growing needs of guests has produced different challenges of negative effects, such as noise and air pollution, non-compliance with major labour standards, the growth of prostitution and waste generation (Chan, 2011). Subsequently, implementing CSR came to be a strategic mechanism for the hospitality industry and every hotel organization, to reduce these negative social, natural and cultural impacts (Chan, 2011).

It is essential that the corporate sustainability considers the policies and sustainability criteria for hotel businesses within a complex natural environment. The importance of the awareness of hotels shareholders and stakeholders about implementing organisational sustainability concepts should be emphasised such as, circular economy and green policies in all of its operational phases (starting from the renovation or the construction of the hotel to all operating indicators and management strategies and organisational culture).

Tourism signifies one of the main economic sectors for wealth creation, employment, and social benefits in both developing or developed countries, as well as the concepts of sustainability and sustainable tourism needed to embrace not only social and economic factors but also environmental ones (Macleod and Todnem, 2007). Hotel managers should understand that the hotels operate for the benefit of society and the environment. It is also necessary to declare the impacts of this operation on individuals, stakeholders, and the natural environment whether positive or negative (Grosbois, 2012; Jones, Hillier, and Comfort, 2016). Customer awareness of sustainable tourism should have wider social responsibility and conduct leading to supervision of hotel strategies and business performance. This is a significant measure for the business performance of the hotel, because if there is no communication with the hotels' stakeholders, they will have to obtain the information themselves and form their opinion based on that and the performance of the business (Allen, 2016).

Previous research in CSR has been highlighted in several markets recognising the main drivers and issues for activities regarding communities, workforce,

environment, vision and values, in the top ten hotel groups (Holcomb *et al*., 2007); these are: charity donations, procurement of fair-trade products and local communication in 13 global hotel brands (Bohdanowisz & Zientara, 2008); employment of local community, consumption of paper, food, water, energy, pollution in the Singaporean hospitality industry (Chung & Parket, 2010); cost saving through management of water, energy, and waste in the US lodging industry (Levy & Park, 2011); reporting environmental initiatives as environmental education and energy management most frequently in 50 global hotel groups (Hsieh, 2012; Sheldon & park, 2011); hotel employees' perceptions on CSR study showing low awareness on environmental issues and community in Hong Kong hotels (Tsai *et al*., 2012). These studies showed that there are four main groups of CSR activities: employees, community, environment, and supply chains.

Previous research centres on CSR initiatives undertaken by the hospitality industry and their influence on society and other tourism actors in the host community (Bohdanowisz and Zientara, 2008). Key CSR activities for leading global hotels chains are purchasing fair-trade goods, working with local communities and donations to charity. On the other hand, the study stated that personal involvement of hotel employees is required for the long-term success of CSR initiatives. Research by Chung and Parker (2010) on CSR highlights that the main CSR issues are related to employment of local people, lower consumption in food, water, energy, paper, and pollution and decreasing the adverse effect on the local community. It also pointed out the importance of governmental relationship with businesses in the country where the corporate runs. Additionally, they claimed that some international hotel chains develop separate statements on environmental initiatives and social implementation, even though several corporations build partnerships or CSR alliances. This explains why CSR implementation is still not embedded in most businesses under a formal policy.

Additional research carried out by Sheldon & Park (2011) recognised drivers of CSR practices implementation: - ethical and philosophical issues along with issues related to community. This study explored the travel industry in the US examining CSR activities, drivers, challenges, perceptions, and inhibitors. Promoting ecotourism,

protecting natural environment and responsible travel are the most common activities. This study disclosed that CSR is a significant topic in the US travel industry, but it has not been implemented to date. The reasons behind missing implementation of CSR are resource limitation and lack of. understanding. Furthermore, these authors determined that the travel industry assumes that the government takes control by fulfilling standards and certifications or categorising champions and networks. Further studies of CSR implementation in the tourism and hospitality industries claimed that environmental issues and sustainability are the same focus areas (Bohdanowicz and Zientara, 2008; Henderson, 2007; Holcomb and Okumus,2007; Kasim, 2006; Martínez & del Bosque., 2013a).

Another study in the US hotel industry by Levy and Park (2011) examined numerous CSR activities in hotels and its benefits showing that luxury hotels and mid and upscale ones are concerned with CSR implementation. The findings of this research showed that to achieve cost savings most hotels should focus on environmental practices. Another study shows that 46 percent of the top 50 global hotel chains report initiatives linked to environmental problems (Hsieh, 2012). They stated that reporting is more often from large companies making environmental improvements to achieve a competitive advantage. On the other hand, hotel chains reporting environmental programmes which reveal real commitment of the top management are relatively few. This study discovered that the percentage of hotels reporting environmental initiatives are 33% in Asia, 37% in North America, and 69% in Europe. Hotel businesses not only support community and conserve the environment, but also take in consideration relationships among their stakeholders such as customers, investors, suppliers, and employees. According to leadings hotels, most CSR activities regarding employees are equitable benefits, career advancement and workforce diversity (Holcomb *et al*., 2007). Tsai *et al*. (2012) researched the employee's viewpoint on Hong Kong hotels' CSR, indicating that employees do not consider supporting communities or preserving the environment as important or relevant. This outcome shows that there is a low rate of implementation despite a general appreciation of CSR.

Levy & Park (2011) argue that hotels' sustainability criteria are provided by various hospitality certification programs and associated measurement systems (e.g., Green Globe, Travel Life) for performance assessment and benchmarking, while achieving industry comprehensive appreciation for their efforts. However, there is limited research and exploration of the impact of certification implementation. While measures applied to evaluate the implementation of CSR are diverse, there is scarce in the context of developing economies. This research fills a significant gap by critically reviewing CSR practices adopted by different TSC actors.

3.1.7.3. CSR in Airline Companies

Considering the distinctive features of the airline industry, CSR plays a significant role in the development of airline strategies. Firstly, the global environment is adversely affected by airplanes (Miyoshi & Miyoshi, 2009). Airlines can enhance its public image by being environmentally friendly. Secondly, the airline industry is characterized by rising competition and rivals are presenting almost same products and services, which makes CSR promotion an appealing differentiation strategy. Finally, international airlines, operating in several countries, predictably meet their responsibilities as a corporate citizen to fulfil various stakeholders' and customers' expectations (Antal & Sobczak, 2007). Per se, airlines can take benefit from the positive influence of CSR implementation.

The significant number of people travelling by air transportation and the frequency of flight is a matter of great concern for the environment regarding air and noise pollution, fuel usage, waste production and biodiversity (Copeland, 1992; Cowper-Smith and de Grosbois, 2010; Mak and Chan, 2006). As the air transport industry is growing fast and has developed progressively to global transport, it has also revealed a decrease in fuel efficiency developments, which makes it one of the fastest-growing industries in the global economy responsible for greenhouse gas (GHG) emissions (Kim *et al*., 2019). According to the ATAG (2020) report, the aviation industry is accountable for about 2% of all human-induced carbon dioxide emissions. Moreover, it contributes to global warming by 3.5% considering its non-CO2 effects

(Lee *et al*., 2020; cf. Larsson *et al*., 2018). This industry has one of the major groups of stakeholders, and the airlines should be responsive to them all by comprehensive reporting (PwC, 2011). It is claimed that the airline industry is the main contributor to greenhouse gases emissions and consequently reporting their environmental impacts is necessary. In air transportation, the CSR agenda is obliged to take their social responsibilities seriously as they pursue their economic objectives (Gossling and Peters, 2007; Tsai and Hsu, 2008). In all industries, consumers are sensitive to environmental issues amidst concerns of pollution. In the air transport industry, these concerns are more critical compared to other sectors, because of the heavy usage of fossil fuels. From a consumers' perspective in the airline industry, the most important CSR activity is the protection of the environment besides safety issues (Asatryan, 2013). Cowper-Smith and de Grosbois (2011) claimed that CSR reporting in the airline industry is concerned about environmental issues, rather economic and social ones. Most of the attention is given to emission reductions while others are not highlighted (Kim *et al*., 2020). It can be claimed that the overall CSR disclosure within the airline sector is weak and based on a narrow focus (Ringham and Miles, 2018).

The current situation of airlines' CSR reporting in developing economies shows a lack of commitment to identifying and addressing the negative effects of aviation business activity. This emphasises the challenges in forming a generally relevant model for airline CSR reporting. A study shows that for practical and effective implementation, the assessment system should be clear and transparent (Stevenson & Marintseva, 2019). Therefore, several airlines are operating in compliance with local legislation, following best practices and benchmarking against energy and water consumption, and CO2 production (Kuo *et al.*, 2016; Lynes and Dredge, 2006). CSR in the airline industry has gained attention from academia and airline managers, which shows greater engagement in CSR activities concerning importance of education, working conditions, labour rights and economic gains of the business (Kuo *et al.*, 2016). As companies implementing CSR, they should identify and understand the pros and cons in CSR initiatives and their performance to a relative CSR level (Ibid). Understanding these CSR initiatives will help to reduce airlines' negative consequences and at the same time improve or maintain positive effects (Lynes and

Dredge, 2006), to build a business's reputation (Brammer *et al*., 2012) and enhance employee motivation (Kuo *et al.*, 2016). Previous research asserted that CSR is key to a competitive advantage in the airlines industry, a way to enhance consumer satisfaction and achieve customer loyalty (Chen *et al*., 2012b; McGehee *et al*., 2009; Porter and Kramer, 2006)

3.1.8. The Role of Government in The Implementation of CSR Practices

Literature shows that the adoption of CSR is subject to pressures exerted by different stakeholders involving consumers, community groups and governments (Delmas and Toffel, 2004). Governments and regulatory bodies are deemed to come from external stakeholders that impose pressure on the companies, especially regarding environmental problems (El-Bassiouny & Letmathe, 2018; Sarkis *et al*., 2010). Davis (1973) claims that companies adopt CSR practice to avoid strict government regulations which may be costly to the company. Therefore, companies act and react to their most important stakeholders' expectations built on implicit social contracts, which legitimises their activities and survival (Campbell, 2000; El-Bassiouny & Letmathe, 2018; Guthrie and Parker, 1989). Through building this legitimate-CSR relation, companies can escape costly restrictions by the government and increase their decision opportunities (Davis, 1973).

According to Albareda *et al*. (2008) there are two main focuses in the literature regarding governments and CSR. First, there is an analysis of CSR from a global economic perspective, due to the environmental and social challenges caused by globalising companies' activities, retreat of well-being conditions and public governance issues. Second, there is an analysis of CSR policy frameworks and its implementation established by governments.

Blowfield (2005) who inspected the role of government as an enforcement of regulation, discovered that CSR is a problem related to the context. Specifically CSR, that works for a particular place or company, might be not suitable for another place. CSR performs more effectively in particular surroundings in which local communities are strong, additionally in countries that offer a suitable environment for their actions.

It could similarly be more constructively applied in places where social services are not delivered by the government. He also confirms that poverty-related problems cannot be solved without being embedded in the country development policies. Other researchers supported the same view in encouraging country regulations to control companies' activities without negating the importance of the companies' voluntary aspects (Thirarungrueang, 2013). Laws play a vital and important role in improving the involvement of CSR policies with an obligation to behave responsibly from the company side (Ibid).

Other researchers explored different responsibilities implemented by the governments in stimulating and encouraging CSR from a 'soft regulator' viewpoint (Fox *et al*., 2002). Similarly, others claimed that the government role in modelling CSR policies reveals the government trends that include voluntary standards, incentive policies and 'soft laws' (Ho, 2013). Often the soft role of the government in formulating CSR models is encouraged by international organisations. Rendering to the European Commission, CSR adoption is obviously a worry for the companies themselves, formed according to the companies' interaction with their stakeholders. However, it is evident that CSR adds value to society when contributing to the development of sustainability. Public authorities have a responsibility to encourage environmentally and socially responsible practices of the companies (Murillo, 2012).

Midttun *et al*. (2008) established a relational analytical model which tries to investigate the four interest areas in the CSR initiatives in public policy. These four areas are: vision, strategies, roles, and scope of CSR policy (Midttun *et al*., 2008). This model depends on the collaboration between the private sector, governments, and social organisations. Similarly, there is another broader framework, grounded on the New Governance Paradigm, which considers CSR interactions with the government (Le Poutre *et al*., 2007). This Paradigm involves a change in the scope of public management into a more advanced method of engagement and negotiations of the policy-makers to reach the desired model. Therefore, instead of command-and-control programs, there is a more advanced method of inter-organisational networks (Abdelhalim & Eldin, 2019).

Another researcher suggested a CSR public policy-relational analytical framework on two levels. On the first level, there is an initial exploration of the governmental policy framework. On the second level, the governmental policy implementation is evaluated (Albareda *et al*., 2008). Conclusively, as claimed by Albareda *et al*. (2006), every country should take into consideration several factors and influences in relation to their political and institutional nature, the political regimes and organisation, and the role of local community, while shaping the CSR policy. Countries and companies should be alert during CSR policy formulation.

3.1.9. CSR Reporting by Different TSC Actors

An increasing awareness of social and environmental issues, human rights issues, climate change, and scarcity of natural resources have placed a burden on businesses to lessen their negative effect and report on their progress (Grosbois, 2016). CSR promoters and stakeholders encourage regularly reporting business efforts and publishing them to show their substantial commitment to sustainable development (Grosbois, 2016; Holder-Webb *et al*., 2009). According to Basar and Basar (2006: 213), CSR reports are defined as, "*part or supplements of annual reports and these supplements are generally constituted of financial and non-financial aspects of economic, environmental and social dimensions of their activities related to intra organisational parties or the parties out of the organization.*" Many frameworks have been presented for CSR reporting, including the Global Reporting Initiative (GRI), the ISO 14001 Standard and the UN Global Compact. Currently GRI is the widely used and recognised guideline for sustainability reporting (Grosbois, 2016; Junior *et al*., 2014). There are also efforts from the international organisations and governments for facilitation or mandating CSR disclosure. GRI defined CSR reporting as, "*Sustainability reporting is the practice of measuring, disclosing, and being accountable to internal and external stakeholders for organisational performance towards the goal of sustainable development*" (GRI, 2011: 3). The first CSR initiatives began in the 1970s in Western Europe and the USA (Kolk& Pinkse, 2010). Later, CSR reporting grew and was described as assorted within different industries and countries (Grosbois, 2016).

Reporting CSR has developed from a one-page statement of environmental requirements to a more inclusive report providing details and evidence, in particular initiatives and their outcomes (Grosbois, 2016; Kolk, 2004, Kolk & Pinkse, 2010). This includes progressive developments in CSR reporting such as the increase in using reporting guides from outer groups, creating measurable targets to assess progress, quantifying impacts on the environments and improving credibility by incorporating third-party certification (Grosbois, 2016; Hooper & Greenall, 2005; Kennedy Nyahunzvi, 2013; Lober *et al*., 1997). However, scholars claim that despite progress in reporting CSR in different businesses, there are low levels of implementation in various sectors; the scope and depth is significantly variable, and the comparison and usage of the reported information is low (Grosbois, 2016; Lober *et al*., 1997). Hooper & Greenall (2005) confirms this view, claiming that environmental and social information reported by a business is hard to use for external comparison and evaluation. Moreover, it lacks a clear definition for business limitations, indicators incorporated, independent certification reports and reliable implementation of CSR evaluation (Aras and Crowther, 2008; Grosbois, 2016; Font *et al*., 2012; Hooper & Greenall, 2005; Nielsen & Thomsen, 2007).

Hospitality and tourism businesses within TSC have various stakeholders, including local residents, shareholder, employees, volunteers and customers (Coles et al., 2013). Their concerns regarding the environmental and social issues have emphasised the necessity of CSR practises by different TSC actors. this led to the enforcement of CSR commitment to enhance their images (Horng et al., 2018) and to achieve legitimacy (Serra-Cantallops et al., 2018). CSR initiatives help TSC actors to manage their relationships with stakeholders, resulting in positive outcomes as customer satisfaction (Su et al., 2017; Latif et al., 2020), improvements in customer loyalty (Latif et al., 2020), organizational citizenship behaviour (Kim et al., 2017) and employee job satisfaction and commitment (Zientara et al., 2015; Kim et al., 2017; Wang et al., 2020). Not only do stakeholders demand for socially and environmentally responsible business with TSC but also communicating the CSR practices outcome (de Grosbois, 2012). Therefore, according to Su´arez-Cebador et al. (2018) business within the tourism sector are increasingly undertaking sustainability-related activities

and CSR reporting. Despite these concerns from different stakeholders, CSR reporting practices has been rarely examined (de Grosbois, 2012).

The relation between CSR reporting and performance is debatable. Several studies claimed that businesses with greater CSR performance are more likely to disclose their favourable CSR performance (Clarkson, Richardson, & Vasvari, 2008; Patten, 2002; Uyar et al., 2020). While others revealed that weak CSR performance are likely to issue their positive efforts (Braam et al., 2016; Clarkson et al., 2011). Therefore, firms have different reporting tendencies as engaging in CSR reporting for signalling or greenwashing purposes. From one side, they report CSR to signal their social and environmental achievements (Clarkson et al., 2008; Mahoney et al., 2013) and show their sustainability commitment (Alon and Vidovic, 2015). From the other side, companies use a CSR reporting as a method of greenwashing by embellishing their CSR disclosures to refine their images even while having bad CSR performance (Noronha and Wang, 2015).

3.2. Sustainability and CSR Criteria and The Role of Stakeholders

It is important to evaluate the degree of sustainability as a baseline before sustainably managing natural resources and society. This may clarify the problems and challenges faced by management, adding the sustainability level related to changes in policies. On the other hand, the question of how to evaluate the present sustainability degree has been given more recognition. Several studies claimed that measuring sustainability was doubtful, as in reality there lacks a focal point where you would like to assess its sustainability (Miller, 2001; Ko, 2005). Meaning when it comes to assessing sustainability, you may find no point to start from. However lately, the importance of indicator systems for evaluation is recognised as crucial for sustainable development (Choi & Sirakaya, 2006; Blancas, 2010; UNWTO, 2004). Weaver and Lawton (2010) claimed that whether sustainability is seen from a weak or strong perception, criteria must be selected and monitored to determine whether sustainable tourism is present in a destination or not. The first step is to identify a set of appropriate indicators so that tourism and affiliated sectors can be managed accordingly.

Even though broad research has been developed and recommended indicators for assessment, insufficient operational actions and methods evolved which effectively cover the choice of indicators, the selection of importance and the nature of suitable measurement scales. Specifically, sustainability and its assessment are still in their initial stages, at least in terms of operational routine. Following is the set of indicators of sustainability used in this research.

3.2.1. The Social Dimension

The social dimension of sustainability in TSC in some cases may be intangible and is likely to take place in a subtle way at a slower pace. According to Swarbrooke (1999), the social dimension primarily demonstrates influences on socio-cultural aspects of the host society. The following areas are considered in the social aspects related to people either internal or external to the companies. Internal People primarily include employees and their related matters. External people include customers, and other stakeholders such as communities, government, and suppliers.

3.2.1.1. People Internal to Companies: Employees

People internal to companies follow criteria regarding employees. These criteria consider employees health and safety, training, equitable hiring, and protection.

A. Employees' Health and Safety

Companies need to develop and implement strategies and policies to enhance the wellbeing of their employees. As previous research suggested, this can encourage employees to think of their job as a profession not a short-term job, through increasing employee satisfaction, applying reward systems and using communication tools (Goodman, 2000; Schwartz *et al*., 2008; Xu and Gursoy, 2015a). The business also needs to provide high quality services to their employees (Gursoy & Swanger, 2005). It should comply with all appropriate health and safety measures to guarantee the well-being of its staff which leads to more satisfied and loyal personnel (Costen & Salazar, 2011; Green Globe, 2018; Xu and Gursoy, 2015a). Furthermore, this assists companies to achieve an enhanced financial outcome by offering better quality services (Chi &

Gursoy, 2009; Park & Shaw, 2013; Xu and Gursoy, 2015a), including encouraging the usage of environmentally friendly transportation for the staff.

B. Employees' Training

The business has an obligation towards its employees to implement training programs, educate them (Goodman, 2000; Xu and Gursoy, 2015a) and support them with developing skills opportunities (Gursoy & Swanger, 2005; Enz & Siguaw, 1999; Xu and Gursoy, 2015a). Several studies suggest that all employees should be offered regular training regarding their responsibility in the environmental management, health and safety and sociocultural practices (Chi & Gursoy, 2009; Park & Shaw, 2013; Xu and Gursoy, 2015a). Keeping the staff updated about existing and new environmental initiatives should lead to a deeper knowledge about their job and qualifies them to appropriately advise and solve queries from guests (Green Key, 2018). Training efforts provided by companies included within the supply chain can benefit people from outside the business through increasing satisfaction of customers (Tanvir, Hussain, & Janjua, 2011; Xu and Gursoy, 2015a).

C. Equitable Hiring

The business provides equal opportunities in hiring women and local minorities, including management positions, whilst preventing child labour (Ertuna, 2019; Green Globe, 2018).

D. Employees' Protection

This involves national or international legal protection of employees, who are paid a fair living wage (Green Globe, 2018).

3.2.1.2. <u>People External to Companies</u>

Customers as well as stakeholders for example governments, communities, and suppliers, add weight to the businesses (Xu and Gursoy, 2015a). Sustainability activities concerning the social factors of TSCM should be fulfilled to improve their interests and wellbeing.

A. Customers

Fair Trade: In terms of customers, companies should offer and apply fair pricing policies, and improve the quality of the products and increase added value (Kassinis & Soteriou, 2003; Kondoh *et al*., 2014; Park and Ghauri, 2015; Schwartz *et al*., 2008; Xie & Chen, 2013; Xu & Gursoy, 2015a; Zhao *et al*., 2012;).

Customer Relation Management: CRM implementation requires customer involvement which results in a rise in customer loyalty and satisfaction (Kassinis & Soteriou, 2003, Xie & Chen, 2013), and promoting their monthly friendly actions such as recycling, and implementing educational programs for guests (Tanvir, Hussain, & Janjua, 2011). Customer satisfaction should be measured, and corrective action should be taken where appropriate (Green Globe, 2018; Tanvir, Hussain, & Janjua, 2011).

The business should provide information and clarification of the natural surroundings, cultural heritage, and local culture to customers, as well as explaining appropriate behaviour while visiting cultural heritage sites, natural areas and living cultures (Green Globe, 2018). There should be information for visitors about public transport, travel buses or cycling/walking options (Green Key, 2018). The business ought to keep the visitors knowledgeable and involved concerning their environmental efforts and inspire them to take part in environmental initiatives (Kassinis & Soteriou, 2003; Tanvir, Hussain, & Janjua, 2011). Furthermore, sustainability information about certification and environmental information should be on the website (Green Key, 2018; Travelife Sustainability in Tourism, 2018; Green Globe, 2018; P *et al*., 2019). The company should provide its customers with the chance to assess its socio-cultural aspects beside environmental outcomes (Green Key, 2018).

Providing Green Activities to Guests: The business should offer some activities related to sustainability to be sustainably certified, such as holding events for increasing awareness about sustainability, in or nearby the sites (Green Globe, 2018; Green key, 2018; P *et al*., 2019; Travelife Sustainability in Tourism, 2018). In addition, they can provide activities to increase knowledge contributing to events related to World Food Day, Energy Saving Week, Earth Day, World Vegan Day, World

Vegetarian Day, Earth Hour, Waste Reduction Week, and/or World Environment Day (Green Key, 2018). They can give guided visits to the green spaces inside the premises of the business, contributions to planting trees, other environmental events, arranging of sustainability activities for local communities and schools, and charity events. (Green Key, 2018). The business is specially encouraged to help in the conservation of biodiversity, and help to protect natural areas (Green Globe, 2018; Green key, 2018; P *et al*., 2019; Travelife Sustainability in Tourism, 2018). Overall, these activities should not hinder the provision of basic services, such as water, sanitation, and energy to neighbouring communities (Green Globe, 2018).

B. Community

Regarding community, the companies should manage their relationship by promoting community involvement, contributing to the development of local economy and maintaining control over tourism development (Enz & Siguaw, 1999; Schwartz *et al*., 2008).

There are further related actions such as preserving the cultural identity and showing respect to local societies (Schwartz *et al*., 2008; Xu and Gursoy, 2015a). A code of conduct can be developed for activities performed in the local community with their consent to collaborate. Businesses can help the local community through purchase of local foods to support local farms, hire locals, sell local women's handicraft in gift shops in hotel, work with local furniture manufacturers, and promoting goods from local suppliers (Font *et al*., 2008; Green Globe, 2018; Green Key, 2018; P *et al*., 2019; Travelife Sustainability in Tourism, 2018; Xu & Gursoy, 2015a). These are some of the activities in hospitality sector to become part of the community.

- Using products and services manufactured locally or with 'fair-trade' standards that have many social, environmental, and economic advantages (Green Globe, 2018).

- Actively supporting initiatives for social and infrastructure community development including, among others, education, health, and sanitation (Green Globe, 2018).
- Providing quality employment to local residents, including management positions. Offering training as a necessity (Green Globe, 2018).
- Employing an anti-commercial exploitation policy, especially for children and adolescents, incorporating sexual exploitation.
- Inspiring business to reduce harmful effects on local communities and contribute to them in a positive way.
- Guaranteeing a fair distribution of financial benefits through the whole SC. forge

C. Suppliers

Regarding suppliers, the businesses should seek a long-term coordination and collaboration with suppliers to offer more environmentally friendly services and products (Goodman, 2000; Xu and Gursoy, 2015a).

Suppliers' Long-Term Partnerships: According to Xu and Gursoy (2015), this involves establishing enduring partnerships with suppliers that deliver environmentally friendly products. In addition, the business updates its suppliers about its environmental obligations and inspires the suppliers to follow such criteria (Green Key, 2018). Also, the business should guarantee that 75% of their suppliers have a printed environmental policy, are eco-certified and/or are dedicated to sustainability development.

Cooperation and Coordination: To reach an effective environmental performance regarding purchasing, the business must take, and be given, the responsibility and resources to educate suppliers and demonstrate an ongoing commitment (Murray, 2000) and consider stakeholders perspectives in their sustainability actions. In hospitality, such cooperation involves: coordination with laundry contractors to substitute chlorine substance with oxygen; collaborating with shampoo contractors to use recyclable small containers; coordinate with dish washing liquid contractors to modify the amount of liquid required for cleaning; and co-design

goods with furniture, equipment manufacturers and architects (Goodman, 2000; Xu & Gursoy, 2015).

D. Government

Each company in tourism should obey government regulations such as laws, policy, and legislative frameworks (Font *et al*., 2008; Kondoh *et al*., 2014; Park and Ghauri, 2015; Zhao *et al*., 2012). There is also a governmental role towards sustainability of the TSC considering and enhancing sustainability and enforcing it in the secto, providing employment opportunities, ensuring that all stakeholders in the hospitality supply chain obey government regulation towards sustainability and minimising any risk on the sector (e.g., terrorism). On the contrary, there are responsibilities from companies towards the government such as involving the government in decisions regarding environmental reduction, pollution control and social commitments, reporting the economic impact of the business on the tourism to the government.

3.2.2. The Environmental Dimension

Basically, the environmental sustainability dimension encourages the safeguard of the environment, which is not only important for TSC sustainability, but necessary for protecting protection. Tourism ought to be an opportunity to achieve preservation to safeguard sustainability of resources (Rio + 20, 2012; Wahab & Pigram, 1997). These criteria should be considered when implementing environmental sustainability, environmental collaboration, environmental monitoring, and consumption.

3.2.2.1. Environment Collaboration

Being environmentally friendly requires actions that are taken into consideration by the businesses which are conscious of environmental impacts. Emphasis is given from hospitality and tourism researchers on the environmental aspects of sustainability, namely environmental collaboration and environmental monitoring (Xu and Gursoy, 2015a). Environmental collaboration comprises activities that include a direct participation of the company and their suppliers and buyers mutually to develop

environmental solutions, which enhance sustainability performance (Babu, Kaur & Rajendran, 2018; Florida, 1996; Geffen and Rothenberg, 2000; Vachon and Klassen, 2006). It further focuses on the methods and the long-term relationship with members of the supply chain. Five aspects of environmental collaboration reviewed from previous studies are discussed (Xu & Gursoy, 2015; Goodman, 2000).

A. Product Design

This aspect is generally applied through the purchase of green products with no or the least negative effects on the environment. Among these aspects is the purchase of greener products: the use of environmentally friendly products, of electric vehicles to transport guests (Goodman, 2000; Enz & Siguaw, 1999), solar power for electricity and other green technologies for water usage (Baker, 2009; Kasim *et al*., 2014; Xu and Gursoy, 2015a) and sustainable materials. In hospitality actions examples of sustainability include recycled polyester microfibre pillows, room cards made of recycled materials in place of traditional plastics, paper in place of plastic, cloth napkins in place of paper ones, coreless toilette paper, notepads from recycled paper, recycled plastic pens, terry washroom towels and nontoxic cleaning chemicals (Abdou, Hassan & El Dief, 2020; Baker, 2009; Baker *et al*., 2013; Enz & Siguaw, 1999; Goodman, 2000; Han *et al*., 2018; Mensah, 2006; Millar and Baloglu, 2011; Wuleka, 2013; Xu and Gursoy, 2015a). A sustainable purchase policy should be adopted. Purchasing policy should support environmentally friendly products for building materials, capital goods, food, and consumables (Green Globe, 2018). Furthermore, it is important to ensure that sustainability principles are included in the design, plan, improvement, and operation of the facilities (Reham, 2015).

B. Service Process Design

This is generally realised through greener service practice (Xu and Gursoy, 2015a): aiming to apply energy saving program, including using energy saving lightbulbs and light sensors (Enz & Siguaw, 1999; Font *et al*., 2008; Xu and Gursoy, 2015a), reducing or turning off corridor lights, consuming solar power in place of fuel, and applying water saving and recycling programs such as using showers with water

saving valves and low flush toilets (Baker, 2009; Kasim *et al*., 2014; Xu and Gursoy, 2015a). These products are delivered in environmentally friendly packages (Goodman, 2000; Xu and Gursoy, 2015a).

C. Product Management During Use

This comprises strategies to extend the product life cycle, requiring action to environmentally aware tourists by providing newsletters related to environmental awareness. Also, retrofit vehicles are more environmentally friendly and carpooling is supported (Enz & Siguaw, 1999; Xu and Gursoy, 2015a).

D. Product Life Extension

This is mainly achieved through remanufacturing, such as reusing old bed sheets for kitchen use, and bedspreads, curtains into other products traded in the hotel (Enz & Siguaw, 1999; Xu and Gursoy, 2015a), implementing closed loop SC systems such as recycling left-over shampoo and soap, using reusable special door hangers; using rechargeable batteries (Goodman, 2000; Xu and Gursoy, 2015a). In addition, life extension,green rooms can be built which have longer life span and contain reusable and remanufactured furniture and products (Goodman, 2000; Schendler, 2001; Xu and Gursoy, 2015a).

E. Recycling

This is a commonly used method for environmental collaboration especially by the hospitality sector (Xu & Gursoy, 2015). According to Goodman (2000) & Xu and Gursoy (2015), some of the hotels show environmentally friendly practices while being more profitable. A comprehensive recycling strategy to decrease waste is needed, also avoiding products that are non-recyclable, collecting and trading separated waste and recycled products such as paper, gas, aluminium, steel, grease, and antifreeze, recycling wastewater for irrigation purposes (Enz & Siguaw, 1999; Font *et al*., 2008; Kasim *et al*., 2014; Xu and Gursoy, 2015a).

3.2.2.2. Environmental Monitoring

Among the most commonly used approaches for monitoring the environment are pollution control and implementation of environmental management systems EMSs. Previous studies advised that tourism companies and hotels should try to limit pollution and their CO2 emission by decreasing chemicals and other materials used which threaten the environment (Enz & Siguaw, 1999; Xu and Gursoy, 2015a).

Environment monitoring includes, '*activities such as collecting and refining supplier and customer information through company-specific questionnaires, environment records and by audits conducted by either the buyer or an independent external agency*' (Min and Galle, 1997; Vachon and Klassen, 2006). Table 3. 2 shows the key actions and activities regarding environmental monitoring derived from literature and sustainability certification bodies within the tourism industry.

A. Pollution Control

Pollution control includes activities regarding wastes and greenhouse gas emissions. Controlling pollution should cover waste management plan and targets to reduce wastes in addition to, recycling schemes, and reducing climate change through the reduction and measurement of greenhouse emissions.

B. Environment Management Systems (EMS)

There should be a well-executed EMS with long term sustainability targets. The implementation of the EMS includes the environment evaluation systems, temperature control systems and environment information system. This system should allow sharing of information that is used to manage and monitor businesses' environmental impacts (Goodman, 2000; Xu & Gursoy, 2015). There should also be documentation and monitoring of company consumption. The activities to be implemented in environmental dimension in hospitality and tourism companies concentrated more on the EMS implementation in hotels (Aragón-Correa *et al*., 2015; Ayuso, 2007; Rodríguez-Antón *et al*., 2012). It has been found that the use of EMS in hotels and related tourism activities has helped to enhance environmental performance

(Herremans *et al*., 2005). Previous studies on tourism and hospitality have claimed that the key motive for managers to implement EMS is usually a community recognition of the company's environmental obligation. A study in an international Hong Kong hotel on the main motive for EMS implementation was to respond to environmental trends and enhance reputation (Aragón-Correa *et al*., 2015; Chan and Hawkins, 2012). Prior research showed that the adoption of EMS can develop and optimise efficiency to the company's environmental practices, especially in water and energy savings, recycling, and solid waste management (Aragón-Correa *et al*., 2015; Chan and Lam, 2003; Deng and Burnett, 2002; Radwan *et al*., 2012). The following table shows the main criteria for pollution a control and EMS within tourism sector.

Table 3. 2: The Environmental Monitoring Criteria of Sustainable Supply Chain Management

Environment Monitoring	
A. Pollution Control	• Implementing waste disposal practices and using biodegradable packages (Enz & Siguaw, 1999; Zouganeli *et al*., 2012; Xu and Gursoy, 2015a). • Waste is properly treated, waste accumulation avoided (Green Globe, 2018; Green Key, 2018; Travelife Sustainability in Tourism, 2018). • Separating and treating wastes according to national or local waste management facilities but with a minimum of three categories (Green Globe, 2018; Green Key, 2018). • The waste separated must be separately handled and instructions on waste separation and handling to be available, easily accessible, and understandable to staff (Abdou, Hassan & El Dief, 2020; Han *et al*., 2018; Kirk,1998; Singh, Cranage & Lee, 2014).

	• Organic wastes are composted (Abdou, Hassan & El Dief, 2020; Han *et al*., 2018; Kirk,1998; Singh, Cranage & Lee, 2014). • The business arranges for collecting and disposing of packages with a suitable supplier. • The business must record the amount of waste and include a waste plan for reduction and reusing of waste. • Implementation of management plan for solid waste, with measurable targets to reduce waste that is not reused or recycled (Green Globe, 2018). • As a minimum, two recycling practices are implemented and plastic bags are prevented (Green Key, 2018). • The procurement of disposable and consumable goods is measured, and usage should be reduced (Green Globe, 2018). • All greenhouse gas emissions from the company are measured, and efforts are developed to decrease and compensate them as a method to reduce climate change (Green Globe, 2018). • The business implements practices to reduce pollution from noise, runoff, light, ozone-depleting compounds, erosion, air, and soil contaminants.
B. Environment Management Systems	• Environmental management systems are implemented (Green Globe, 2018). • The company should have a long-term system for sustainability management that is appropriate to its scale and reality, and also considers sociocultural, environmental, health, and safety and quality issues.

	• Using an environmental information system which allows sharing of information, customising report, and using environment assessment systems (Farasari, 2012; Goodman, 2000; Enz & Siguaw, 1999; Schwartz *et al*., 2008; Kasim *et al*., 2004; Xu and Gursoy, 2015a). • The company complies with requirements of cultural and natural heritage (Green Globe, 2018; Green Key, 2018; P *et al*., 2019; Travelife Sustainability in Tourism, 2018). • Energy, water, and chemical consumption should be monitored and documented (Green Globe, 2018; Green Key, 2018; Travelife Sustainability in Tourism, 2018). • Assigning a Green Team, defining their responsibilities, establishing environmental policy, and developing an action plan. • Staff environmental training planned, guaranteed, and provided periodically every three months (Green Globe, 2018; Travelife Sustainability in Tourism, 2018). • Environmental information is displayed (Green Globe, 2018; Green Key, 2018). • The usage of harmful substances is minimised or substituted, if possible, by safe products; chemicals are managed and used properly (Green Globe, 2018). • Liquid chemicals and hazardous solid must be kept in containers separately avoiding leakage and environmental pollution in an appropriate place. • The environmental manager should be involved and appointed by the management of the company and ensure that the sustainability criteria are annually reviewed (Green Globe, 2018).

	• The company should develop an environmental policy. • The company should prepare objectives and annual action plan for continuous development. • All certification documentation should be kept and secured in a file for inspection (Green Globe, 2018; Green Key, 2018; Travelife Sustainability in Tourism, 2018). • The company should establish active cooperation with relevant stakeholders (Green Globe, 2018; Travelife Sustainability in Tourism, 2018). • The company should assess its carbon footprint throughout using a well-known CO_2 measurement tool (Travelife Sustainability in Tourism, 2018). • All equipment should permanently fulfil the national legislation. A code of practice at all levels of tourism should be developed with operation guidelines, impact assessment and accumulative impacts monitoring (Riham, 2015).

Source: Compiled by The Author

3.2.2.3. Consumption

Consumption is a crucial aspect in environmental management. Reducing consumption either in water or energy would help to preserve resources. Studies claimed that tourists consume three to four times more than local residents (Shehata & Elfeel, 2017). As mentioned before, tourism is an industry with high consumption, so that tourism companies and especially the hospitality sector should reduce water consumption. They can use freshwater resources and recycled water to attain better ecosystem efficiency in addition to reducing energy consumption. Furthermore, they can monitor and gradually reduce the overall consumption of water, gas, and electricity. The two main factors in consumption are water and energy. The following

(Table 3. 3) shows the criteria that should be followed to help improve environmental sustainability regarding water and energy consumption in tourism.

Table 3. 3: The Consumption Criteria of Sustainable Supply Chain Management

Consumption indicators	
A. Water Consumption	• Water consumption should be measured, sources specified, and measures should be adopted to lessen general consumption (Green Globe, 2018). • Assuring the documentation of daily water consumption and wastewater treatment. • Monitoring the consumption of water at least once a month in each department (Shehata & Elfeel, 2017). • Installing water-saving devices in suitable places (flow regulators, self-closing taps, water flow sensors, etc.) (Abdou, Hassan & El Dief, 2020; Baker *et al*., 2013; Han *et al*., 2018; Green Globe, 2018; Green Key, 2018; Mensah, 2006; Millar and Baloglu, 2011; Shehata & Elfeel, 2017; Travelife Sustainability in Tourism, 2018; Wuleka, 2013). • Regular plumbing piping and fixtures should be maintained to prevent loss of water by putting a system in place for checking dripping and leakage. • All wastewater and grey water should be treated according to local and national regulations and reused after treatment (Abdou, Hassan & El Dief, 2020; Baker *et al*., 2013; Han *et al*., 2018; Mensah, 2006; Millar and Baloglu, 2011; Wuleka, 2013).
B. Energy Consumption	• Monitoring the energy use at least once a month for each department (Green Globe, 2018; Green Key, 2018; P et al., 2019; Travelife Sustainability in Tourism, 2018). • Using any renewable energy system as eco-certified plus renewable energy sources as solar system and wind turbines

	(Green Globe, 2018; Green Key, 2018; P et al., 2019; Travelife Sustainability in Tourism, 2018). • Relying on natural light more than artificial lights and using energy efficient light instead of fluorescent light (Abdou, Hassan & El Dief, 2020; Bohdanowicz, 2005; Green Key, 2018; Iwanowski and Rushmore, 1994; Kasim, 2007; P et al., 2019; Shehata & Elfeel, 2017). • At least 60% of bulbs should be energy saving (LED), and not less than 75% of them should be energy efficient (Abdou, Hassan & El Dief, 2020; Bohdanowicz, 2005; Iwanowski and Rushmore, 1994; Kasim, 2007). • Installing energy-efficient equipment as water heaters, dishwashers, air conditioners, etc. (Shehata & Elfeel, 2017). • Having a thermostat system to control, minimise and maximise temperatures in the buildings (Abdou, Hassan & El Dief, 2020; Bohdanowicz, 2005; Green Globe, 2018; Iwanowski and Rushmore, 1994; Kasim, 2007; Travelife Sustainability in Tourism, 2018). • The heating and air conditioning system switches off automatically when windows are opened (Green Globe, 2018; Green Key, 2018; Shehata & Elfeel, 2017). • Independent gas and electricity meters should be installed at strategically key places for energy monitoring (Green Key, 2018). • Energy saving measures are implemented and consumption is monitored and documented. • Using windows with thermal insulation or another energy efficient initiatives following climate and local regulations (Green Key, 2018).

	• The establishment ensures that electric devices are energy efficient (Abdou, Hassan & El Dief, 2020; Bohdanowicz, 2005; Iwanowski and Rushmore, 1994; Kasim, 2007). • Carrying out energy audit at least once every five years (Green Globe, 2018; Green Key, 2018; P et al., 2019; Travelife Sustainability in Tourism, 2018). • Switching unused machines to energy saving mode which turn off automatically. • Newly purchased machines and domestic appliances have an ecolabel or are produced by a company with an environmental management system.

Source: Compiled by The Author

3.2.3. The Economic Dimension

Economic sustainability development is profitable in both the immediate and long term. There are numerous approaches for an economic dimension for sustainable development such as: focusing on the economic requirement of tourism destinations by assessing the income and jobs generated from visitors; the influence of tourism activities on local community, welfare of the economy; efficient pricing in order to discover the benefits and costs to the environment and residents (Akama, & Kieti, 2007; Archabald & Treves, 2001; Ashley, 2000; Chase & McKee, 2003; Dincer & Ertugral, 2003; Masudur, 2010). The following are the economic sustainability criteria that should be taken into consideration to achieve economic sustainability.

3.2.3.1. Revenue Growth

- Ensuring the financial stability throughout, stimulating the loyalty of customers, enhancing efficient operations, and management of risk (Goodman, 2000; Enz & Siguaw, 1999; Font *et al*., 2008; Xu & Gursoy, 2015).

3.2.3.2. Cost Control

- Reduce costs through evaluation of maintenance and housekeeping practices; saving water, energy, and other consumables; establishing long-term partnership with suppliers; coordinating and collaborating with suppliers (Goodman, 2000; Kasim *et al*., 2004; Schendler, 2001; Xu & Gursoy, 2015).
- Providing any cost associated for measures taken to diminish the negative effects of the tourists' presence, cater for the tourists, and cover the maintenance of the development (Xu & Gursoy, 2015).

3.2.3.3. Market Share Growth

- Generate customer demand through improving the reputation of the firm, enhancing brand reputation, and generating marketing opportunities (Goodman, 2000; Enz & Siguaw, 1999; Kleindorfer *et al*., 2005; Schwartz *et al*., 2008; Xu & Gursoy, 2015).

3.2.3.4. Economic Contribution

- Tourism contributions to the economy using a Tourism Satellite Account (TSA)[2] or similar analysis.
- Generating better economic advantages for the local community and improving the welfare of host communities.
- Data collection and analyses subject to external validation (credibility of statistics).
- Investment in tourism business facilities e.g., new hotels, other facilities, and services.
- Forming partnerships through the whole supply chain from small local businesses to international organisations.
- The actions taken to support and promote sustainability in such investment.

2 The Tourism Satellite Account (TSA) is a standard statistical tool for the economic measurement of tourism (UNWTO, 2016). The Tourism Satellite Account (TSA) is a method of measuring the direct economic contributions of tourism consumption to a national economy (Frechtling, 2010)

- The contribution of some of the generated income to help in ethical marketing, training, and product development.
- Overcoming barriers for securing more investment.
- Using international guidelines for training and certification which are reviewed and approved.
- Encouraging ethically and environmentally conscious behaviour for tourists.

3.2.4. Corporate Social Responsibility Policy

As CSR is linked to this study to achieve sustainability in TSC, there should be indicators for the companies to embed sustainability in its policies. Tourism companies and hotels should follow local, national and international legislation. CSR policy to support business involvement in sustainable tourism planning and local management should be encouraged.

Previous research agreed that the company's CSR policy should include areas such as: human rights (embracing child labour), equity and labour rights, anti-corruption, safety and security of working environment, and commercial, sexual harassment or exploitation mainly of children, teenagers, women, minorities, and other vulnerable groups (Garriga and Mele', 2004; Maignan and Ralston, 2002; Zhao *et al*., 2012).

The business should create awareness about its CSR and encourage the equal treatment and human rights of people, the business should employ staff at all levels, with no socio-economic status, age, gender, race, religion, or disability discrimination. It is recommended to add this obligation to the company's CSR policy. Authors asserted that for supporting local community nearby the business, it is essential that local people be engaged within the business as staff at all the levels including management positions, and training be offered when needed (Grosbois, 2012; Gu *et al*., 2013; Kondoh *et al*., 2014; Zhao *et al*., 2012). Additionally, it is crucial that the business limits the employment of child labour in their business or dealing with suppliers that employ children. These obligations are recommended to be added to the company's CSR policy.

The company should generate knowledge about the company's CSR to support socio-cultural, environmental, and economic sustainable development. In addition, the company should actively support green initiatives or activities for developing social community including, but not limited to, infrastructure, health, sanitation, and education (Green Key, 2018). This support depends on the business and its surrounding areas. The company should encourage sustainable local socio-cultural and economic development, by offering facilities to local entrepreneurs to manufacture and trade sustainable services and products focusing on the history, culture, and nature of the local area, such as a small shop or stand within business sites. Otherwise, the business can buy and offer local products to visitors (Green Key, 2018; Travelife Sustainability in Tourism, 2018; Green Globe, 2018; P *et al*., 2019).

There should be a sustainability audit and the establishment should present reports summarising and confirming compliance with local legislation, regulations, and international conventions in aspects of health, environment, labour, and safety, as well as formulation of CSR. The documents should confirm activities of the business in place corresponding to certification requirements of sustainability and taking into consideration these requirements related to wildlife interactions, design, location, construction and infrastructure (Green Key, 2018).

3.2.5. Role of Stakeholders in CSR and Sustainability (Stakeholder Theory)

The concept of stakeholder participation has its origins in public administration literature and business management which is connected to the basic idea of public involvement and community participation, essential to democratic views (Ca´rdenas *et al*., 2015). Stakeholder theory is not a single theory, but a combination of diverse narratives (Gilbert & Rasche 2008) developed from and subject to understanding and applications from business ethics and corporate social responsibility to strategic management, corporate governance and finance (Miles, 2015). Stakeholder theory was originally formulated by R. Edward Freeman (1984), in his seminal book, Strategic Management: A Stakeholder Approach, one of the most controversial theories in management. The concept of stakeholder participation has its origins in business

management and public administration literature very different to managerial capitalism. The theory proposes stakeholder management as another method for managing organizations. The debate on stakeholder theory has focused on two related streams: defining the concept, categorising stakeholders and the understanding of their relationships (Rowley, 1997). The theory assumes that all voices and opinions should be heard while making a decision irrespective of the interest or power held by different stakeholder groups (Byrd 2007; Poudel *et al*., 2016). Since stakeholder theory was first introduced by Freeman's, it has been included in the literature of business management to study the complicated relationships between stakeholder groups with different objectives, interests, expectations, rights and responsibilities. (Byrd, 2007; Clarkson, 1995; Donaldson & Preston, 1995; Jones, 1995; Stoney & Winstanley, 2001). Nevertheless, even after considerable time from its conceptualization and published research in some of the top management journals adopting stakeholder theory as its main theoretical lens, it is still in its development phase (Freeman, Phillips & Sisodia, 2020; Laplume, Sonpar & Litz, 2008; Goyal, 2020).

Referring to Freeman *et al*. (2004), the principle of the stakeholder theory can be reviewed in two areas: "What is the purpose of the firm?" and "what responsibility does management have to stakeholders?" (Freeman *et al*., 2004: 364). According to the stakeholder view, managers are not only accountable to shareholders and value maximization is not the only focus of the firm. Freeman *et al*. (2004: 364) described the managers' role: "*managers must develop relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver the value the firm promises*". He described stakeholders as: "*any group or individual who can affect or is affected by the achievement of the organization's objective*" is considered a firm's stakeholder (Freeman, 1984: 46). According to the stakeholder viewpoint, a firm's stakeholders were described without any abstraction. As suggested in the stakeholder's theory, they are entities to benefit from or are harmed by events, whose rights are violated or respected by actions of the corporate (Freeman, 1984: 41). However, this definition was refined by Donaldson & Preston (1995), asserting that to be recognised as a stakeholder, the individual or group must have a real interest in the organization.

Moreover, from a stakeholder's viewpoint, there is a primary and secondary explanation of stakeholders (Clarkson, 1995). The primary explanation defined them as stakeholder groups fundamental to the firm's success and survival, including investors, employees, customers, and suppliers. The secondary explanation included individuals that could affect or be affected by the firm but are not engaged in transactions with the corporation and not essential to its survival (Clarkson 1995). The stakeholder theory did not prioritize one stakeholder group over another, but acknowledged balance between the corporation's relationship with its stakeholders. Moreover, in case of conflicts, it was acknowledged that conflict resolution mechanisms should be formulated. Conversely, the theory did not offer any framework to balance various stakeholders' benefits, nor adopt any specific mechanism for conflict resolution (Goyal, 2020).

Stakeholder theory suggests that effective strategies take into consideration the interests and opinions of all stakeholders (Byrd, 2007), describing "*how stakeholders with similar interests or rights form a group*" (Mainardes *et al*., 2011: 229), and how these groups support organisational strategies and objectives (Mainardes *et al*., 2011). In tourism studies, stakeholder theory has been implemented to categorise stakeholders, to expand their contribution in tourism management and development and to study residents' opinions concerning development of sustainable tourism (Byrd, 2007; Easterling, 2005; Manwa, 2003; Nicholas *et al*., 2009; Sautter & Leisen, 1999). According to Byrd (2007), Sustainable tourism should consider their needs, interests and attitudes, and encourage their support and participation. Referring to tourism literature, there are four common stakeholders who include the host residents, tourists, government/local authorities and industry/private sectors (Nicholas *et al*., 2009).

Moreover, as discussed in previous chapter, tourism is highly complex due to compound interconnected systems and several different stakeholders, who normally have diverse interests and visions about tourism and sustainability. Furthermore, cultural and natural resources sustainability is no longer regarded as isolated efforts and in terms of independent stakeholders. Impacts are interconnected and several

stakeholders from the local to the global may be needed to tackle the sustainability issues (Jamal & Stronza, 2009).

Within the tourism context, the main principle of stakeholder theory is that all parties involved in or affected by tourism development should have an opportunity to influence its management (Sautter & Leisen, 1999; UNEP & UNWTO, 2005). This means that sustainability of tourism requires the support and participation of stakeholders in the entire tourism planning process (Byrd, Bosley & Dronberger, 2009; Currie, Seaton & Wesley, 2009; Jamal & Stronza, 2009; Waligo *et al*., 2013). In tourism studies, the stakeholder theory has been comprehensively used to recognise the primary stakeholders who are essential for a tourism destination and realise their interests. Previous researchers claimed that tourism systems involve various stakeholders, comprising entrepreneurs, government officials, residents and tourists (Byrd, 2007; Murphy, 1983; Nyaupane & Poudel, 2011). Moreover, the relationship between these stakeholders is complicated and dynamic since the roles of stakeholders are site-specific, varying in type and extent in leadership, resources and time (Byrd, 2007; Sautter & Leisen, 1999). Additionally, there are trade-offs between the stakeholders concerning tourism development (Byrd *et al*., 2009; Hawkins & Cunningham, 1996; Murphy, 1983; Sautter & Leisen, 1999). This shows that it is essential to recognise the different stakeholders and assess their perceptions, values, and interests, assuming that their roles and responsibilities outline the nature of tourism development in a destination (Imran *et al*., 2014; Poudel *et al*., 2016). So, when applying stakeholder theory to tourism studies, it is important to lower conflict through efficient collaboration among them. Several researchers thought that the stakeholders' collaboration is suitable to tourism marketing (Palmer & David,1995), tourism decision-making and management (Bramwell *et al*., 1999), tourism planning (Sautter & Leisen, 1999) and that stakeholders' collaboration could similarly assist in achieving sustainability of tourism (Ryan, 2002).

Previous research claimed that stakeholder participation, implicates more than merely questioning individuals about what they want then offering it, but an informed, effective, and/or meaningful participation, which has consequently developed

indicating the necessity of stakeholders' understanding of the concepts and issues reviewed in order to participate successfully (Cole, 2006; Dabphet *et al*., 2012; Farrell & Twining-Ward, 2004; Faulkner, 1998; Marzuki & Hay, 2013; Miller *et al*., 2010). Connell (1997: 250) explained that "*it is not, enough to engage people in the development process if the conceptual orientation and the language of that process do not relate to their experience, and if they lack the tools to access their needs effectively, to know what options are available to them to bring about constructive change*".

Similarly, Chand and Vivek (2012: 160) claimed that "*tourism activities can only be sustainable if implemented with a common understanding and consensus-based approach to development.*" Founded on these standards, stakeholder participation should start with identifying a group in the community and educating them about the related issues and topics (Carmin *et al*., 2003; Crosby *et al*., 1986). Furthermore, Dabphet *et al*. (2012: 1109) clarify that "*each stakeholder group approaches sustainable tourism development from a different perspective and, therefore, focuses its effort on different aspects of sustainable tourism development.*" Basically, all stakeholders should have knowledge and understanding about tourism, tourism processes and developments, the effects of tourism, different stakeholder viewpoints, sustainability of tourism, to take informed choices and decisions. Explicitly, it cannot be expected that stakeholders comprehend or know enough about tourism to take informed choices and decisions (Byrd & Gustke, 2007; Byrd *et al*., 2008; Connell, 1997; Marien & Pizam, 1997; Simmons, 1994; Sofield, 2003). Researchers claimed that stakeholders likely have little knowledge of tourism and/or do not realise how it influences and progresses a community, which can constitute a barrier to involvement and participation (Marien & Pizam, 1997; Simmons, 1994; Sofield, 2003). If tourism is new to a community, likewise misunderstanding and misinformation is available, which leads stakeholders to take decisions built on illogical misconceptions that could lead to disappointing outcomes (Connell, 1997; Sofield, 2003). This also applies to new concepts in tourism in the case of sustainability implementation.

In this study, data is collected across two different stakeholder groups identified by Nicholas *et al*. (2009), which involve the government/local authorities and industry/private sectors, so that they can understand TSC sustainability from the stakeholders' perspective. Semi-structured interviews were conducted between different TSC actors/stakeholders in the tourism industry in Egypt involving business, governments, and boards of directors. Other stakeholders are not included as this study focuses on the first-tier suppliers and businesses from the supply side, and the governments' point of view in sustainability. However, other stakeholders such as community and tourists have been considered for future research.

The next section illustrates the conceptual framework including different TSC actors and stakeholders.

3.3. Conceptual Framework: Achieving A Sustainable Tourism Supply Chain Through CSR Practice

Literature on CSR in tourism, hospitality and travel industry has lately increased in its close dependence on environmental and sociocultural resources and its higher attention to sustainability. Initiatives of CSR are not only a source for innovations and advantages, but also can increase the efforts to achieve sustainability in a destination (Nidumolu, Prahalad, and Rangaswami, 2009). However, to move forward towards sustainability routes, more commonality, coordination of values and efforts are needed.

After reviewing the literature, supply chain sustainability expresses the interaction between CSR and TSCM. It discusses the companies' environmental, social, and economic activities in their SC to improve their CSR, stakeholders, and suppliers CSR (Seuring & Müller, 2008). This implies that companies should implement programs to enhance environmental and social impacts of internal processes (production within their plants), as well as improving impacts of processes with other SC members. The aim of sustainability in the SC is creating, protecting, and

growing long term value in their environmental, social, and economic aspects to all SC members when offering products and services to the market.

Referring to Moon (2007), CSR and sustainability are apparently two different and contested concepts, while they are deemed to be connected to each other. Even then it is hard to claim that there is a ready-made CSR model, as it is difficult to implement a uniform model across environmental, ethical, and social variations. Additionally, CSR is part of an economic factor of sustainable development that contributes to accomplishing sustainability by adding value to environmental and social dimensions, indicated in the TBL approach (Abdelhalim & Eldin, 2019). According to Marin-Pantelescu *et al*. (2019:656), CSR is known as corporate sustainability, which "*represents an approach of managing and running businesses with the conformity of protecting the environment, and sustaining it for the future generations, with a policy of not discriminating the employees, being involved in social projects, and prioritizing the common wellbeing of communities over profitability*". Referring to Sheldon & Park, (2011) although attention has been given to CSR in travel and tourism with a close relationship to sustainability, empirical research is scarce. Literature shows the development of a sustainable tourism agenda through CSR where tourism is considered more in international forums, seminars, symposia and conferences on sustainability of tourism and related topics (Camilleri, 2014).

CSR is the business's contribution to sustainable development. Taking a sustainable development point of view on CSR means that when an organization seeks responsible acting, there is an emphasis on the aim of being compatible with the sustainability of the society entirely by addressing social, economic and environmental aspects in an incorporated manner. Additionally, this means embracing all stakeholders, internal and external, and providing equal weight to their voices (Henderson, 2007). Font *et al*. (2016) reported that CSR measures can improve sustainability behaviour in companies in the tourism industry. Van Marrewijk (2003) and Mihalic (2016) claimed that CSR is comprehended as a business contribution to business sustainability. Hatipoglu, Ertuna & Salman (2019) suggested that every

company in tourism and hospitality can strategically enhance sustainability in tourism as part of CSR programs.

The sustainable development perspective in CSR is considered particularly relevant for this research because of its emphasis on the environmental dimension, as tourism is one of the sectors with the most impact on its physical environment (Martínez *et al*., 2013). The World Tourism Organization has characterised three measurements of the sustainable development viewpoint in connection with tourism as taking after the following (Martínez *et al*., 2013; UNWTO, 2004). The economic measurement is concerned with guaranteeing long term reasonable economic activities and the reasonable distribution of socioeconomic benefits among all stakeholders. Social measurement concerns the social power of host communities, the protection of their architectural, living social resources and traditions, and a commitment to intercultural comprehension and resilience. Environmental measurement concerns an ideal utilisation of assets, which is a vital component of tourism advancement, ensuring fundamental ecological procedures, helping to support natural resources and biodiversity. In this respect, sustainable development in connection with tourism, or sustainable tourism in absence of a superior term, is simply expressed as: "*tourism that takes full account of its current and future economic, social and environmental impacts, addressing the requirements of visitors, the industry, the environment, and host communities*." (UNEP & UNWTO, 2005: 12). Nevertheless, companies have trouble in dealing with sustainability activities as they depend on their stakeholders' responsibility (Ageron, Gunasekaran, & Spalanzani, 2012; Sanfiel-Fumero, Armas-Cruz & González-Morales, 2017). Managing TSCs is complex and implementing sustainability actions for companies looking for integrating environmental and social aspects into their strategies is a significant issue (Srivastava, 2007). Bai and Sarkis (2010) state that for the implementation of effective CSR strategy, companies need to know the importance of the inter-organisational relations among their supply chain members. It is not possible for an organization to effectively implement CSR strategy without integrating collaboratively within the entire SC of customers, suppliers, and further stakeholders (Preuss, 2005; Sanfiel-Fumero, Armas-Cruz & González-Morales, 2017). Therefore, the need for informed decision-making and more

sustainable practices and policies should be prioritised. This involves effective governance and sustainable use of resource efficiency, natural resources, and especially, socially inclusive development. Moreover, Camilleri (2019) urged the need for strategic CSR in promoting sustainable responsibility to incorporate responsible behaviour in companies' practices (Camilleri, 2018, 2019; Porter & Kramer, 2011).

The present business world recognises the importance of CSR, which makes their actions incoherent to the values and morals of the community. At the same time, while gaining profits for the owners and shareholders, an organization is predicted to encourage flexible actions such as philanthropic donations, educational opportunities, childcare, and health care (Ajmal *et al*., 2018; Carroll, 1991). However, this is not enough to achieve sustainability as this is only concerned with the social dimension and disregards the other dimensions of sustainability.

Over the past ten years there has been a hunt of sustainability practicality rather than just a theoretical concept (Ajmal *et al*., 2018). The significance of a balance between economic development, social justice, and conservation of the environment has been acknowledged (Ajmal *et al*., 2018; Casula Vifell & Soneryd, 2012). Presently, it is impossible to have solid development in resolving global problems involving the degradation of ecosystems and climate change without addressing related social justice and economic problems (Ajmal *et al*., 2018; Nicole, 2016). Subsequently, sustainability mentions an incorporated viewpoint whereas social fears are closely related and attached to environmental or economic fears and vice versa (Ajmal *et al*., 2018). In tourism CSR literature, only influential and mainstream CSR literature is used, but there is an absence of conceptualisations and applications (Coles *et al*., 2011; Wells *et al*., 2016). When a wider set of CSR and sustainability dimensions combined is considered, such as economic prosperity, environmental responsibility, ethical and social integrity, weight is given to the significance of the causes of institutional dynamics. This is forces coming from various institutional orders on the alignment of logics among home and host countries in shifting CSR practices, and their contrast with local company practices such as community, state, religion, and parent company. (Ertuna *et al*., 2019). Cultural and formal institutional

contexts show an extremely important role in managing business responsibility locally and globally (Cruz and Boehe, 2010). As part of the culture, social values and norms, social knowledge of problems and issues, regulations and laws as a formal recognised context apply legitimacy and isomorphic burdens on mainly multinational companies, (MNCs) (Ertuna *et al*., 2019; Marano and Kostova, 2016). Furthermore, Mihalic (2016: 464) claimed that "*The CSR or TBL notion seems to be more strongly rooted in the world of business corporations, and the notion of sustainability in the public sector and sustainable tourism destination development.*"

CSR in developing countries is mainly based on philanthropy, but there is an existing emergence by international business for sustainable development models and a CSR business case. There is a continuing spread of global initiatives by the UNDP's Global Compact to disseminate the background of sustainability within companies (Abdelhalim & Eldin, 2019). In Egypt, the national strategy for sustainable development includes sustainable development goals SDGs, identified as an Egyptian 2030 vision (The Arab Republic of Egypt, 2019). This plan offers a key responsibility to the private sector in a market driven economy (Abdelhalim & Eldin, 2019). Nothing has been declared to form a legal framework or legal obligation for private sector responsibility in poverty reduction, CSR, or sustainability development (see section 3.1.3) (Abdelhalim & Eldin, 2019; Rizk *et al*., 2008). To cope with this, the Egyptian government is supposed to link CSR with the Egyptian sustainability development strategy (SD vision 2030). Additionally, CSR should be linked to clear and measurable indicators that support and help in achieving sustainability of TSC. This will be discussed in detail in the next sections.

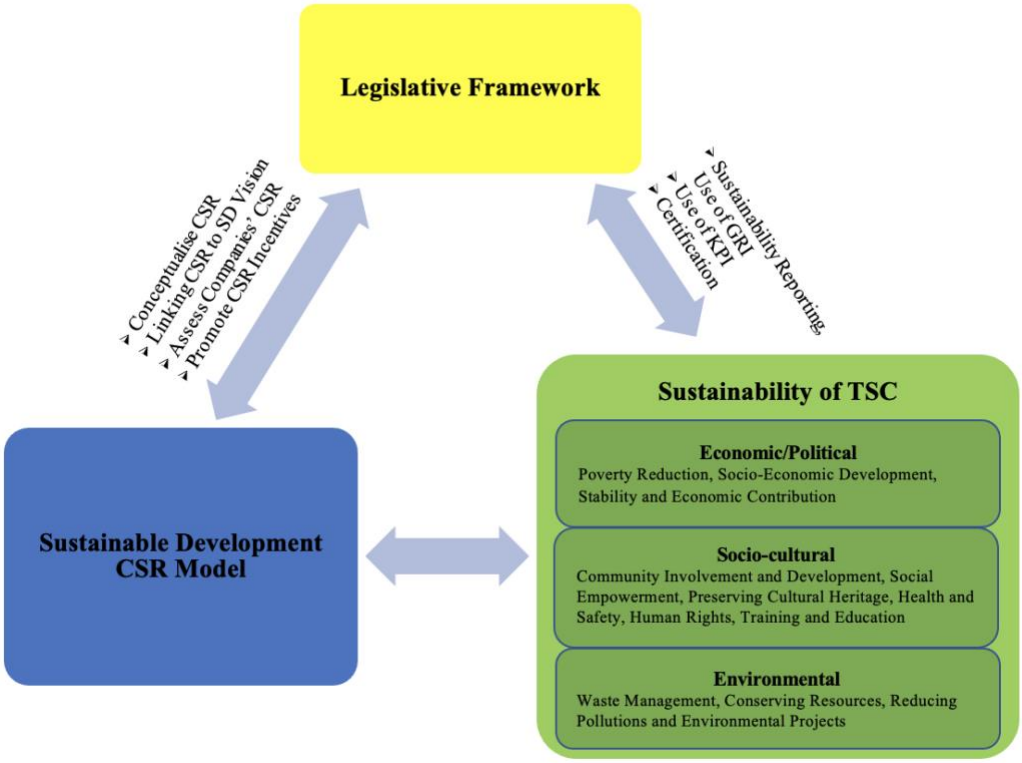
The framework presented is discussed in the following sections in two stages. First stage is the need for legislative framework, and the second stage is embedding this framework to TSC sustainability model.

3.3.1. <u>Stage One: Egypt Legislative Framework</u>

In stage one of the suggested conceptual frameworks (see Figure 3. 4), the two concepts of CSR and sustainability are linked in the TSCM. Several studies researched

the two concepts separately and a few integrated them to achieving sustainability in the supply chain. After understanding these two concepts highlighted in the literature to date, it showed that CSR can help in achieving the sustainability of TSC by embedding the CSR in the core business model and policy (Font *et al*., 2016). Taking into consideration that the CSR is a "sustainable development CSR model" as discussed earlier in this chapter, this will be linked through a legislative framework in compliance with sustainable development vision 2030, continuous monitoring and reporting, including the legal and political vision as well.

Figure 3. 4: Egypt Legislative Framework



Source: Created by The Author

There should be a governmental department responsible for CSR application models in business through the TSC. There should be a CSR auditing corporations or agencies accredited by the government. Consequently, it should make classification to the CSR model related to sustainability according to legislations set by the government. Every country has its own laws for labour rights, resources,

environmental protection, economic production, but each company chooses the method of employment. However, Egyptian tourism only needs the government to provide licenses to agencies like Greenstar to audit and classify to what degree each corporation applies sustainability measures in its CSR, translatable into industry benefits. When companies provide a tax report to the government usually audited by tax auditing companies, it must provide a sustainability report audited by a sustainability auditing company according to license checks. The government needs a new sustainability legislative model in compliance with SD 2030 vision to be audited and reported by sustainability auditing companies to the government. This model examines how each corporation complies with existing laws concerning labour rights, social welfare, resources, and environmental protection which are the basic dimensions of sustainability.

The government role in this framework ensures that the companies' CSR, through legislative means and monitoring, is a sustainable development model. Firstly, there are existing laws covering all sustainability dimensions and secondly, there is governmental initiative 2030 for sustainability. All that Egypt needs is the implementation of the existing government tools, through CSR implementation which can be audited by CSR reporting agencies complying with the above initiatives and laws. This legislative framework should be linked to the CSR of the companies to conceptualise the CSR for the tourism companies from pure philanthropy to a sustainable development model, link the companies' CSR to the sustainable development vision 2030, assess the companies' CSR and the use of KPI, promote CSR incentives for the tourism companies to encourage the development of the CSR, and encourage CSR reporting to CSR agencies.

This legislative framework is responsible for monitoring and evaluating the sustainability of TSC using KPI and sustainability reporting to the government. There is a monitoring and evaluation unit in the SD 2030 vision (The Arab Republic of Egypt, 2019). This unit should be one of the monitoring inputs for sustainability. There should be a sustainability monitoring report presented by the company or auditing agencies to ensure that this company is in line with the 2030 SD vision.

Recently, most of the leading companies have begun to offer some form of reporting on their CSR activities (Ajmal *et al*., 2018). Most of the companies referred to the Global Reporting Initiative (GRI) standards. The GRI's main aim is to provide tools to control environmentally responsible behaviour. However, through the time, its agreements have been prolonged to additionally contain economic and social actions. In its latest version, these guidelines offer reporting standards and principles disclosures (Ajmal *et al*., 2018). Likely, they categorise measures that a business could follow and implement to communicate a sustainability report, which includes aspects of economic, environmental, employee, stakeholder, and shareholder effects (Ajmal *et al*., 2018; Arora *et al*., 2016). One of the advantages of reporting is that the TBL, included in the discussion of the current social and environmental effects of economic choices, promotes awareness about sustainability. Due to reporting, new transparency levels and modification in legislation are present (Ajmal *et al*., 2018; Wilburn & Wilburn, 2014). Enhanced cooperation between different agencies of CSR evaluation recommends a modification which accepts that environmental quality, social welfare, and economic growth are dependent on each other (Ajmal *et al*., 2018; Stutz, 2012). An opposed view claimed that TBL centres to a great extent on the economic dimensions of sustainability, and disregards ages including non-economic standards into decision making in business (Norman and MacDonald, 2004).

3.3.1.1. CSR Dimensions Contributing to Sustainability

Through this legislative framework, the company's CSR "sustainable development CSR model" should help to achieve the substitutability of TSC in its TBL dimensions (economic, social, and environmental). This sustainable development CSR model should include sustainability dimensions of economic/political, socio-cultural dimension, and environmental. The following (Table 3. 4) explains the contribution of sustainable development CSR model on achieving sustainability.

Table 3. 4: CSR Dimensions Contributing to Sustainability

CSR Sustainability Dimensions	**Sustainability Contribution**
A. Economic/Political Dimension	Poverty reduction, socio-economic development, stability, and economic contribution
B. Socio-Cultural Dimension	Community involvement and development (Enz & Siguaw, 1999; Schwartz *et al*., 2008); social empowerment, preserving cultural heritage/identity (Schwartz *et al*., 2008); health and safety (Costen & Salazar, 2011; Goodman, 2000); human rights (Zhao *et al*., 2012; Garriga and Mele´, 2004; Maignan and Ralston, 2002); training and education (Chi & Gursoy, 2009; Enz & Siguaw, 1999; Gursoy & Swanger, 2005; Park & Shaw, 2013; Goodman, 2000)
C. Environmental Dimension	Waste management "reusing and recycling" (Enz & Siguaw, 1999; Font *et al*., 2008; Kasim *et al*., 2014), conserving resources (Honourable & Bhoendradatt, 2012; Rio + 20, 2012; Toureh, 2012; Wahab & Pigram, 1997); reducing pollutions; and engaging in environmental projects.

Source: Created by The Author

Additionally. there are impacts from sustainability practices which influence tourism companies and customers. These impacts result from the three sustainability dimensions (economic, social, and environmental).

A. Economic Sustainability

From a business perspective, sustainability improves the financial performance and as a result attracts investment (Biddel, Hilary, & Verdi, 2009). A suitable financial outcome allows companies to improve connections with each stakeholder, as

employees, governments, customers, shareholders, grassroots organisations, community, and the general public (Assaf *et al*., 2012; Xu & Gursoy, 2015). Nevertheless, the influence of tourism companies' financial outcome on customers' perception has not been explored. A good financial outcome is considered a central target for firms to follow (Xu & Gursoy, 2015). Consequently, the positive impact of a good financial outcome could lead to improving the economy and communities in where the business is operating, through job creation, paying taxes, and working with service providers, local supplier and producers.

B. Social Sustainability

From a business perspective, sustainability can have a positive financial impact on the companies' performance. As this improves companies' profitability (Park & Lee, 2009; Xu and Gursoy, 2015a), it generates greater firm value (Kang, Lee, & Huh, 2010), improves the brand image (Kucukusta, Mak, & Chan, 2013) promotes and enhances the accounting performance (Park & Lee, 2009). Sustainability practices could enhance the employees' views of their workplace. For example, these actions could improve organisational trust, employees' satisfaction, and customer orientation (Lee *et al*., 2013; Xu & Gursoy, 2015), individual engagement, encouragement and lower emotional fatigue (Raub & Blunschi, 2014; Xu & Gursoy, 2015).

From a customer viewpoint, sustainability practices have an outstanding positive impact on customer satisfaction (Prud' homme & Raymond, 2013), customer loyalty, identification (Martínez & Bosque, 2013), trust, motivation to visit (Lee *et al*., 2014) plus repeat visits and paying a premium price (Kucukusta *et al*., 2013; Xu & Gursoy, 2015).

C. Environmental Sustainability

From a business viewpoint, SSCM can create economic advantages such as improving revenue, and saving costs (Woodworth, Mandelbaum, & McDade, 2014) and competitive advantage (Leonidou *et al*., 2013). The company should be more

attractive to its stakeholders and increase the morality and loyalty of the employees (Han *et al*., 2011).

From a customer viewpoint, SSCM generates better customer satisfaction beside increasing the ability of paying more or a premium price (Kang *et al*., 2012; Kuminoff, Zhang and Rudi, 2010; Xu & Gursoy, 2015). Customers post constructive comments and better online rankings on businesses (Peiró-Signes *et al*., 2014), and pass recommendations by word of mouth (Han *et al*., 2011; Xu & Gursoy, 2015). Generally, sustainability actions probably increase the customer intention to revisit the place (Han *et al*., 2011; Berezan *et al*., 2013).

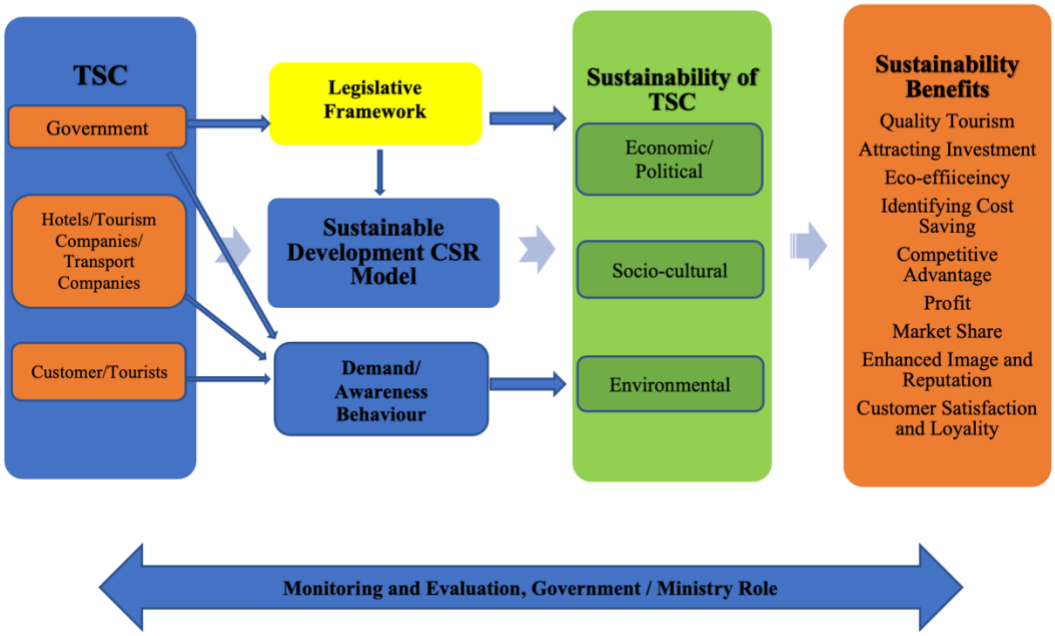
3.3.2. Stage Two: Sustainable Tourism Supply Chain Model (STSC Model)

Stage two of the framework builds on the SC structure to the previous legislative framework that results in the Sustainable Tourism Supply Chain Model (STSC Model) (see Figure 3. 5). This model links the supply chain to the legislative framework discussed earlier with different SC actors.

The TSC is more sustainable in achieving the economic/political, socio-cultural and environmental sustainability. TSC actors from the government, hotels, transport companies and tourism companies, and customers should cooperate and be interrelated to achieve TSC sustainability. This can be reached by the government through the legislative framework besides sustainable development vision 2030, the hotels, transport companies and tourism companies through their CSR, "*a sustainable development model*", and the customers through their awareness and changes in behaviour, achieved by the efforts of government, hotels, transport companies and tourism companies. One of the firms' drivers to CSR practices and sustainability is improving customer perception. Firms that are active in CSR activities have higher proportions of customer loyalty due to satisfaction of customers, consumer-company identification and a higher level of trust (Bhattacharya and Sen, 2003; Martínez *et al*., 2014). However, there is generally low awareness about the firms CSR practices among customers, while there is a more positive attitude and behavioural intentions reported to those customers who are familiar with it (Öberseder *et al*., 2013; Sen and

Bhattacharya, 2001). It would be a chance to promote the level of awareness by communicating CSR initiatives. This causes customers to feel they made the right choices and decision towards a specific product (Abaeian *et al*., 2019; Green and Peloza, 2011). To attain this, tourism companies need to be committed to CSR and sustainability practices.

Figure 3. 5: Sustainable Tourism Supply Chain Model (STSC Model)



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3.3.2.1. <u>Benefits of Applying Sustainability to The Companies</u>

Sustainability practices of supply chain members have a progressive influence on members' endurance and its profit (Molina-Azorin *et al*., 2009; Xu & Gursoy, 2015). Previous research claimed that sustainability implementations lead to attracting more consumers and enhancing the image and reputation of the tourism businesses (Han, Hsu, & Sheu, 2011; Chen & Chen, 2014; Xu & Gursoy, 2015). It is essential for businesses to take part in SSC that pays attention to sustainability practices in economic, social, and environmental aspects.

The model, shown in Figure 3. 5, highlights the advantages and benefits that different supply chain actors can gain from achieving sustainability if they apply the CSR legislative model in their company structures. There are considerable benefits seen from the diagram such as: improving tourism product quality and enhance added value (Kassinis & Soteriou, 2003, Xie & Chen, 2013; Zhao *et al*., 2012; Park and Ghauri, 2015; Kondoh *et al*., 2014a; 2014b; Schwartz *et al*., 2008); increasing profit (Biddel, Hilary, & Verdi, 2009; Park & Lee, 2009); a bigger market share (Kang, Lee, & Huh, 2010; Enz & Siguaw, 1999; Goodman, 2000); gaining competitive advantage (Leonidou *et al*., 2013; Xu & Gursoy, 2015); enhanced image and reputation (Kleindorfer *et al*., 2005; Kucukusta, Mak, & Chan, 2013; Namkunga & Jang, 2013; Schwartz *et al*., 2008; Xu & Gursoy, 2015; Zouganeli *et al*., 2012); attracting more investment (Biddel, Hilary, & Verdi, 2009); eco-efficiency (Enz & Siguaw, 1999); identifying cost saving (Woodworth, Mandelbaum, & McDade, 2014; Schendler, 2001); and customer satisfaction and loyalty (Berezan *et al*., 2013; Prud' homme & Raymond, 2013; Martínez & Bosque, 2013; Han et al., 2011; Kucukusta *et al*., 2013; Goodman, 2000; Tanvir, Hussain & Janjua, 2011).

There is also a long term and short-term contribution of applying sustainability. Over time, businesses should have a powerful economic structure and meet social matters of stakeholders' anticipations, along with reducing adverse environmental effects to be sustainable (Ajmal *et al*., 2018; Artiach *et al*., 2010). Furthermore, they argue that in the short term, businesses should deliver competitive services and products to economically sustain themselves and preserve human and natural resources to offer endurance for the upcoming requirements of the next generation (Ajmal *et al*., 2018). Due to forces from external and internal stakeholders, businesses consider a range of sustainability initiatives related to social and environmental influences of their operations (Ajmal *et al*., 2018; Koc and Durmaz, 2015).

There should be a guide for any company to continue the business while making profit, because if it is not profiting from sustainability, it may not have the incentive to implement a CSR sustainable model. Each corporate must balance how much of each pillar it can afford or is profitable. Incorporating the sustainability

concept to decision making assists the company to overcome current and emerging challenges of sustainability. At the business level, companies can address these challenges through a balanced sustainability index which covers sustainability indicators environmental, economic, and social as well as legal aspects of each indicator. Consequently, sustainability of all operations is fundamental to long term success and profitability of the business (Husgafvel *et al*., 2015). Sustainability management needs to focus on all sustainability dimensions that cover the linkages within sustainable development of the industry and wider goals connected to sustainable societies and the economy. Labuschagne and Brent (2008) mentioned that globally competitive corporations are progressively obliged to report sustainability performance. Baumgartner (2008) stated that there is a need for assessment for the sustainability performance of the companies, as they are main societal actors who play an important role in sustainability development implementation.

Laszlo (2003) stated that businesses need to consider the limitation of resources and meet the continuing sustainability challenges, which include the limits of technological aspects. He added that businesses forward thinking should give more attention to long-term sustainability performance, emphasising the proactive management of social effects and the use of sustainable resources to reduce risk and cost. Furthermore, according to him sustainable value creation is based on an equal base of the economic, social, and environmental performance. CSR is presented as an incorporated part of business ethics and value-driven management. This concept is related to the corporation's responsibility toward their external and internal stakeholders and communities (Rendtorff, 2009).

3.3.2.2. Monitoring

From the model (see Figure 3. 5) there is a need for monitoring and evaluation which is a vital component of the sustainability of TSC. It can be through some type of reporting system, as it explains to the stakeholders how the program of work and the policy is executed, as well as the results when each goal is reached (Krause & Ellram, 1997). This supports reflection on the progress, to have a better understanding to the

drivers and barriers to the sustainability actions implementation and include these in future business decisions (Carbone *et al*., 2012; Welsh & Herremans, 1998). Traditional business firms give explanations to their owners only, while in corporate sustainability, choosing who will be responsible has been a persistent problem (Ajmal *et al*., 2018). Stakeholders should obtain information concerning a firms' environmental social, and economic outcome, while sustainability performance can be described as the implementation in each aspect of a business for wide-ranging drivers of business sustainability (Ajmal *et al*., 2018; Schaltegger and Wagner, 2006). By means of sustainability reporting, stakeholders can evaluate a performance of a company regarding environmental, social, and economic measurements in the mean while comparing results with competitors (Ajmal *et al*., 2018). When aiming to survive in the long run, it is a requirement for the businesses to incorporate social sustainability with their future goals. This will make it more favourable for the business to practise a sustainable economic development (Abdelhalim & Eldin, 2019). Companies will be encouraged to redistribute their concept regarding sustainability, that should produce a plan for meeting the variable requirements of their communities, such as consumption of resources, poverty, and climate change (Ajmal *et al*., 2018).

It is quite challenging to assess if the tourism sector has a more positive influence on enhancing the standards of living than other sectors and whether it can contribute to poverty reduction or not. The STSC Model would not succeed without a clear legislative framework like one presented in the current study which at the same time, provides a kind of strategy, the tools and KPIs for effective CSR and sustainability achievement (Abdelhalim & Eldin, 2019).

Consequently, the results of whether this framework will be used or not, and the extent of changes brought in as a result of this framework would contribute to and help to achieve a more SSC, which needs to be met. TSC actors in the industry will progress within variable rates in implementing sustainability, which can affect all the market trends and customers. Companies do not perform as homogeneous bodies, whereas departments have different roles, as one department may be responsible for introducing a system for measuring and monitoring sustainability, and another may be

responsible for actions taken to promote sustainable behaviour. Internal integration and raising awareness inside companies have a critical role for TSCM sustainability. Overall, any thoughtful attempt by supply chain actors to improve sustainability requires implementation of the 'STSC model', for better sustainability outcomes taking place within the TSC. Some critics mention that STSCM outsources the cost of being sustainable to their suppliers, which can be true if companies do not adopt it parallel to their responsibilities and obligations through more efficient internal management, designing more sustainable product, co-operating with the destination, or communicating responsibly to customers (Font & Cochrane, 2005a, 2005b; Schwartz, Tapper, & Font, 2008).

3.4. Chapter Summary

Over the past years, many industries have sought to make their SC competitive, strong, and sustainable to environmental, social and economic aspects. The SC aims to make companies eco-friendly and achieve customer satisfaction. Moreover, CSR is the practice that companies should adopt to achieve sustainability in the SC, which can help companies to achieve their competitive advantage. Sustainability should be covered within CSR practice embracing the TBL within the supply chain. However, the literature review showed that CSR standards, practices and the opinions which generate the understanding of the operating ground of the organisations within their settings, basically vary. It is an extreme requirement to avoid theories and move to analysis of a particular country. Furthermore, there is a knowledge gap between the theoretical models regarding sustainable development and lack of practice specially in Egypt.

This chapter reviewed the different approaches of CSR, as it gave a base to the proposed framework and helped in the chosen approach of CSR to achieve the research objectives. It covered the CSR in tourism and in Egypt. Different sustainability criteria were discussed which need to be considered when applying sustainability of TSC. The proposed framework links CSR with TSC to help achieve and improve sustainability.

The framework discussed earlier embraces holistic sustainability dimensions rather than only one dimension.

This research aims to add principally to existing research on the STSC. The Egyptian TSC was chosen in this study to explore the relationship and impacts of companies' CSR on the sustainability of supply chains, which will be discussed in later chapters. This study offers a better understanding of how and why supply chain actors implement sustainable practices and explores the institutional drivers and barriers that affect their implementation of sustainability. This will be discussed in detail in the analysis chapters. It will also highlight institutional logic that underlies sustainability practices among tour operators, the government, airlines, and hotels. This will assist managers to evolve a clear CSR vision to follow suitable strategies for implementation of sustainability in the TSC. As a result of this study, a greater understanding of sustainability and CSR in the TSC in Egypt will give guidelines to SC actors to develop suitable strategies to enhance their SC and covering sustainability issues.

In conclusion, this research will use the definition of CSR from a sustainable development perspective in relation to tourism in general and will adopt the three dimensions of this perspective as defined by the UNWTO on TSC actors. The classification for the sustainability criteria used in this research follows the literature and sustainability certification bodies. Finally, a conceptual framework was formulated, which achieved the seventh objective of this research "*Develop a conceptual framework to recommend the sustainability in TSC through imbedding the CSR in core business model and policy as an agent to sustainability implementation.*". The following chapter will address the methods and techniques used to achieve our research aims and objectives and how these methods help to answer the research questions.

CHAPTER FOUR

4. CHAPTER FOUR: METHODOLOGY

The purpose of this research is to explore the phenomenon of sustainability in the context of the TSC in Egypt from different supply chain actors' perspective. Having a suitable methodology is essentially the plan for achieving the research aims and objectives to answer the research questions (Saunders *et al*., 2009). It is imperative to include a philosophical stance and research methods which help to create fresh knowledge and theory which might be similarly beneficial for practice and academia. Additionally, it is important for the researcher to comprehend the basic differentiations in philosophical underpinnings and research methodologies. The approaches selected will considerably affect how the research will be directed and finally the value and the quality of its outcome of the practical exploration. This research uses a qualitative research approach to achieve its aims and objectives. The data collection methods implemented are semi-structured interviews and thematic analysis.

This chapter will highlight the different research philosophies and paradigms which the researcher can undertake, according to the research topic and the nature of study, followed by addressing the quality issues. The next section discusses the research methods and data collection strategies. Furthermore, the data analysis approach used to the collected data to produce meaningful outcomes is highlighted in this chapter. The chapter will be rounded off by the limitation of the research.

4.1. Research Philosophies

At the start of the research process, the researcher identifies the research problem. This is followed by identifying the research questions, which further justifies the problem and helps in the design of research objectives aimed to tackle the problem, and a suitable approach to achieve the research aims and objectives (Crotty, 2003). It is worth noting that the methodological approach is guided by the research aims and objectives, in addition to the developed research questions (Van Maanen, Sorensen & Mitchell, 2007). The ontology and epistemology provide a further explanation in relation to how the researcher views the topic and how it fulfils the objectives. Ideally,

the researcher should be attentive when choosing their assumptions on epistemology and ontology, ensuring that they are aligned to research objectives. The assumptions of the researcher greatly influence their thoughts on the methodology chosen (Saunders, Lewis & Thornhill, 2007). When the researcher chooses the appropriate ontological and epistemological assumptions, it helps illuminate the design of the research and demonstrates the most suitable techniques used in collecting data (Bryman & Bell, 2003). Both epistemological and ontological considerations need to be incorporated and evaluated according to the existing gaps recognised from the literature that supports research objectives (Bryman & Bell, 2003).

This present study is qualitative in nature and the research philosophy is interpretive (Denzin & Lincoln, 2005). Interpretive philosophy is suitable as this research aims to explore the understanding and the concept of sustainability within supply chain actors in TSC in Egypt. Furthermore, an interpretive approach can assist the researcher to achieve logic from the subjective meaning of a social phenomenon, the means to realise the research aims and objectives (Saunders *et al*., 2012). Therefore, this research's ontological position is social constructivism.

4.1.1. Ontology

Ontology refers to, "*the nature of reality assumed by the researcher – in the interpretive approach the researcher's perspective is not privileged: emphasis is placed on the varying views and realities as perceived by the people being studied.*" Veal (2017: 38).

The ontological assumption is significant to any research since it refers to the nature of reality. It forms the way research is guided with the intention of reaching the objectives (Saunders *et al*., 2016), in addition to describing several realities which are created through multiple or single social knowledges (Hollinshead, 2004).

The research ontology focuses on providing answers to the questions relating to how the researcher views the nature of reality (Denzin & Lincoln, 2003; Sobh and Perry, 2006). It is centred on how the social world is viewed as something external to

the research or if it is something influenced by the researcher's beliefs and viewpoints (Bryman & Bell, 2007). The major thoughts on the ontology debate depend on the consideration of social phenomena, as either a single objective entity, with both external and social factors or multiple social constructions, influenced by perceptions and actions of the identified social actors (Bryman & Bell, 2015; Holden & Lynch, 2004). In this sense, ontology takes two extreme positions - objectivism and subjectivism.

Two contrasting perspectives are linked to ontology. First, the objectivism perspective also called realism, is driven by the belief that the social world is objective, and independent of human beliefs. According to Bryman & Bell (2007) the ontological perspective supports the assumption that researchers are considered external realities and are outside the research. This perspective is largely used by positivistic researchers.

Second, is the subjectivism perspective sometimes referred to as constructivism. It is driven by the idea that social phenomena and their representations are determined by social factors and their existence depends on human interactions (Bryman & Bell, 2007; Collis & Hussey, 2009; Holden and Lynch, 2004; Orlikowski & Baroudi, 1991). In this sense, understanding the social phenomena largely depends on the willingness to understand the beliefs of the people in the specific social phenomena (Silverman, 2000). Researchers suggested that reality is a social construction, asserting that no single objective exists (Goodall, 2000; Maitland-Gholson and Ettinger, 1994). Moreover, Goddard (1998) argues that understanding meanings is subjective, different from one person to another and cannot be contemplated objectively. Different cultures or societies have unique concepts, symbols, and words. In fact, these factors create a subjective perception in people's minds (Goddard, 1998). As noted by Saunders *et al*. (2012), subjectivism categorises reality as a social construct; it is crucial for the researcher to concentrate on an interpretation of their opinions in line with their social context, as it helps to determine what they intend to mean, create, or claim as new, and real knowledge. Interpretive researchers tend to adopt a subjective ontological perspective.

Therefore, the ontological position of this study is social constructionism; according to Bryman (2004: 17), "*Social phenomena and their meanings are continually being accomplished by social actors. It implies that social phenomena and categories are not only produced through social interaction but that they are in a constant state of revision.*" According to constructivists, the natural setting is significant in creating knowledge as it assists the researcher and the participants to interact freely in research and reach results on the research topic. Referring to Schwandt (2000:194), "*as social constructivists, many qualitative researchers posit that all types of knowledge are constructed within an individual's cognitive framework and theoretical concepts. Therefore, all understandings of the external world are not reflections of it but are solely subjective interpretations*." From this point of view, sustainability in TSC in Egypt is viewed in this research as subjective phenomenon, which is derived from the perceptions and knowledges of supply chain actors who create meaning through their interactions with other members, suppliers, governments, customers, and other social actors. Social constructivist research is multidimensional and covers particular population and the research participants take part in inductive study (Kanbur, 2001). Thus, the ontological assumption of this research was directed by social constructionism.

4.1.2. Epistemology

Epistemology refers to, "*the relationship between the researcher and the phenomenon being studied … the interpretive researcher is more subjective and engaged with the subjects of the study.*" Veal (2017: 39).

Identifying the epistemological stance of the research is crucial. Saunders *et al*. (2007) claimed that research epistemology is centred on the correlation between the researcher and what they are interested in studying. Epistemology defines the questions, with a view to identify what should be viewed as acceptable knowledge and that process used in gaining knowledge (Saunders *et al*., 2012; Sobh and Perry, 2006). It analyses the relationship between the researcher and research topic, and considerations relate to the study questions, such as the researchers' understanding of

the world and defining what satisfactory knowledge is and understanding, based on the researcher's viewpoint (Williman, 2006). According to Collins and Hussey (2009), three identified epistemological perspectives include critical realism, positivism, and interpretivism. Some scholars classify epistemology as a continuum. In this respect Saunders *et al*. (2007) argued that researchers are inclined to the critical realism, and they could choose a position between the two extremes. The several paradigmatic approaches depict different perspectives in relation to how knowledge is established and the suitable purpose of researchers (Hesse-Biber & Leavy, 2006; Saunders *et al*., 2003). In most cases, the positivistic approach is used in line with the quantitative approach, whereas interpretation or phenomenology is applied in qualitative research (Bryman & Bell, 2003; Collis & Hussey, 2003; Flick, 2002). According to positivists, knowledge can be derived from a phenomenon that is measurable and observable. A positivist researcher demonstrates independent and objective thinking on the phenomenon under study. A positivist researcher works similarly as a natural scientist as the research progresses and prefers using large samples drawn from an artificial setting, which helps to test the hypothesis or theory (Holden & Lynch, 2004). In most cases, the positivist prefers quantitative, numerical, and statistical data, to produce accurate and objective results, classified as reliable, with low validity, and generalisable, based on the research sample chosen (Collis & Hussey, 2009; Easterby-Smith *et al*., 2012).

Conversely, an interpretivist highly regards feelings and the interactions that happen between the researcher and phenomena under research. From an interpretivist perspective, the process of gaining knowledge requires the acknowledgment of social factors, given the role these factors play (Holden and Lynch, 2004). It is worth noting that an interpretivist uses a small sample but can carries out the research in a natural setting. The focus of the interpretivist is to develop a new proposition or theory, as opposed to testing the theory that already exists. The interpretivist prefers to use subjective and qualitative data, as opposed to using quantitative data (Bryman and Bell, 2015). It is noteworthy that research outcomes of an interpretivist are considered less reliable, although they are highly validated. As documented by Collis and Hussey

(2009), it is possible for interpretivist findings to be generalised in another similar context.

A philosophical position of social constructionism leads the researcher's position to interpretivist (Andrews, 2012; Young and Collin, 2004). According to Denzin and Lincoln (2000: 197), "*we are all constructivists if we believe that the mind is active in the construction of knowledge*". They claimed that development of knowledge is a dynamic process where our mind construct concepts and thoughts from an impression of social actors. Accordingly, our minds do not discover or find knowledge but construct or make it (Andrews, 2012; Denzin and Lincoln, 2000). Correspondingly, our minds create concepts, models, and schemes to make sense of experiences, then carry out further testing and modification for our creations, bearing in mind new understandings (Denzin and Lincoln, 2000). In social constructionism, social actors and their context are at the core of interpretation, noted by Denzin (1997:245): "*There is no way of experiencing the real relations of a particular society outside of its cultural and ideological categories*".

The nature of this study research is exploratory, as it tracks deeper understanding, explanation and analysis of the data gathered. As stated earlier, there are no studies targeting the sustainability of the TSC in Egypt. Since then, it was essential to have direct contact with different supply chain players to gain a deep understanding of the sustainability phenomenon. The interpretive approach which allows the researchers to collect information in rich and inductive. It is advised that taking into consideration the subjective aspect of human interaction and focusing on the meaning of human behaviour should give a thorough understanding of the subject area under study (Gephart, 2004; Tashakkori and Teddlie, 2003). Accordingly, an interpretive philosophy is adopted which will assist the researcher to gain more understanding in the sustainability of the TSC in Egypt.

4.1.3. Axiology

Axiology largely concentrates on the values held by the researcher and the specific roles the researcher plays throughout the study (Martin *et al*., 2010). Positivists, who

regard the phenomenon under exploration as an object, tend to believe that the processes of research are unbiased and value-free. The interests of the objectivist are tied to causal relationships, which exist between the objects, with an interest in maintaining the objects that were already present, before an investigation was initiated. Besides, objectivists tend to believe that objects being studied are not affected by research, and after the research ends, they will remain unchanged.

Collis and Hussey (2009) opine that these beliefs are pervasive in natural science research. However, they do not engage in social sciences, which tend to focus on activities and behaviours. These views align to the interpretivist thoughts, who believe that the researcher has values, and the entire research exercise is value laden. As such, research is punctuated with biases. The identified values, bias, and beliefs of the researcher could distort findings, considering the role of these factors in the way the researchers pose questions, as well as the influence they have on how the research values certain aspects of the research, and the process used in data interpretation and analysis (Martin *et al*., 2010). Nonetheless, Saunders *et al*. (2012) presented recommendations that an interpretivist can use to control research biases. The researchers believed that the researcher should be careful when selecting the sources, consider viewing an objective from different perspectives, and select approaches that are designed to minimise or eliminate the bias, which negatively influences the research findings. It is also essential to minimise the gap between the researcher and the participants to obtain rich and reliable information. Consequently, the axiological assumption claims that qualitative research is value bound. It influences the research by the main values, beliefs and customs of the participating individuals as well as the researcher.

The current research is based on the perceptions and conceptions of supply chain actors regarding sustainability, which in the end can improve the achievement of sustainability in tourism in Egypt; it can also provide insights about the driver and barriers of implementation. The perceptions of TSC actors could vary depending on different social backgrounds. In brief, to investigate the understanding of sustainability

in TSC in Egypt, subjectivist ontology, interpretivist epistemology and value bound axiology are the philosophical positions of the current research.

4.2. Research Design

The research design is opted as a full review of the research process. According to Parahoo (1997) The research design is explained as how, when and where data is collected and analysed. However, other researchers described it as the general idea of the researcher on how to answer the research questions or the methods used for testing the research hypothesis (Polit *et al*., 2001). Different categories for the research design are Explanatory, Descriptive and Exploratory (Saunders *et al*., 2012).

4.2.1. Explanatory Research Design

The name of this research design shows that concerns explaining an issue or a problem. Dane (2010) mentioned that explanatory research design is chosen to explain the issue of why. In this design the problem is not only explained but also the variables and their connection. White (1999) claimed that this research design tries build theory and forecast social and natural phenomena. He stated that the aim of this research design is gaining control over social and natural events.

The objectives of this research design are: answering the research question of 'why', identification of the variables, understanding of their relationship, interpretation of the cause-and-effect relationship among them and also the identification of change between the responses of two different respondent groups (Bryman, 2012; Bryman and Bell, 2011; Saunders *et al*., 2012; Wilson, 2010).

4.2.2. Descriptive Research Design

According to Burns and Grove (2003), the descriptive research design defines a setting simultaneously. The research design does not result in developing new theories, but justifies the data systematically, although some authors describe descriptive research as 'mere description', which from time to time yields important information data and records that could be a more appropriate base for explanatory research (de Vaus, 2001;

Sandelowski, 2000). For instance, a population survey not only offers information about the numeral figure of people but also provides different social indicators such as literacy, unemployment, and demographics.

Rubin and Babbie (2008) claimed that this research design targets several characteristics of a specific sample and the connection(s) among different events and situations. According to Yegidis and Weinbach (2002), hypothesis is not involved in descriptive research. However, in extraordinary circumstances, some hypotheses are established but only designed for defining the relationships among different variables. Adding a descriptive research design does not tell details of a connection between variables nor studies the impact of a theory (Thomlison, 2001). Nevertheless, it is applied on state survey levels and produces valuable data.

4.2.3. Exploratory Research Design

This research design is generally appropriate when there is too little information available about the study area (Bryman and Bell, 2011; Wilson, 2010). Then the researcher determines ideas that are related to the topic under study with the purpose of identifying the elements and factors related to it, starting with data collection through secondary sources. In this research design primary data is collected through qualitative research processes (Saunders *et al*., 2012).

Exploratory design is generally suitable when the researcher is unfamiliar with the problem, or its causes and therefore explores the matter throughout several sources. Principally, the research design has three objectives (Bryman and Bell, 2011; Saunders *et al*., 2012):

1. Obtaining a deep understanding of the topic under investigation
2. Determining the opportunity for conducting additional in-depth analysis
3. Developing practices or techniques that can be applied in further consecutive studies

Accordingly, to address the requirements of this research, the chosen research design is exploratory. This approach is matched with the adopted research philosophy. In most situations, in social research, researchers do not achieve enough data from the current literature, hence primary work is required to understand the social issues, phenomena and problems (Sekaran & Bougie, 2016). Exploratory research is deemed significant as it helps the researcher to improve the current theory throughout broad frameworks (Sekaran & Bougie, 2016). Exploring the social phenomena can be guided by several methods like a thorough literature, interviews, or direct observation (Saunders *et al*., 2016). The main benefit for exploratory research design is flexibility and adaptability, as it allows the researcher to modify the path of the outcomes of new data that emerge and its fresh insights. Consequently, this research is exploratory as its main aim is to understand a social phenomenon within a developing country context, Egypt. This research specifically aims to answer the following question: what is the understanding of sustainability in TSC, and how does implementing CSR practices contribute to achieving sustainability within the TSC in Egypt? This is a social phenomenon with a substantial gap in the literature for this study area. Consequently, to fill the gap, this research constructed a conceptual framework and gathered primary data in an inductive way.

4.3. Research Paradigm

A paradigm refers to how an individual views the world around them. As suggested by Collis and Hussey (2009:55), a research paradigm is "*a framework that guides how research should be conducted based on peoples' philosophies and assumptions about the world and the nature of knowledge*". He describes it as a philosophy framework, that offers a guide during the scientific research process. Alternatively, Guba (1990) describes a paradigm as set of beliefs, which influence an individual's action.

Collis and Hussey (2009) provided their insights on the perceived inadequacies in relation to the old paradigms, noting that ideas have changed in relation to nature and reality. This has led to an emergence of a new paradigm, defined by Kuhn (1962) and quoted by Collis and Hussey (2009). It is argued that paradigms are scientific

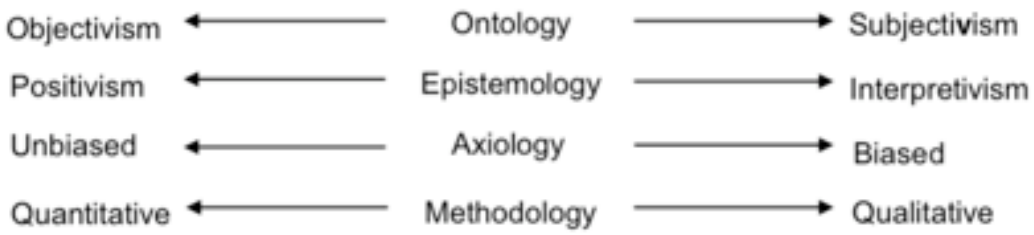
achievement acknowledged worldwide, and act as framework for solving problem, providing a necessary solution to the community of practitioners. For centuries, one research paradigm has widely been used and is considered a source of progressive scientific achievement, widely referred to as natural sciences (Kuhn, 1962). Nonetheless, as Collis and Hussey (2009) assert, as industrialisation and capitalism took shape, the researchers tended to focus on the social phenomena and concentrated on social sciences. With the emergence of a new paradigm, the scientist viewed the world differently. On this account, they believe that influential behaviour and actions at one time, may be considered less relevant in a different era (Hollinger, 1994).

There are different levels in paradigms identified by Nurrel and Morgan (1979) that can be used with in any level:

A. *The philosophical level: reveals basic beliefs about the world.*
B. *The social level: related to the research process and guidance on how the researcher should conduct his/her research.*
C. *The technical level: concerned with methods and techniques which a researcher should adopt while conducting research.*

It is important to remember that there is no perfect or faulty paradigm. As such, the choice of the paradigm used in the study rests squarely on the researcher; although it could be partly influenced by the kind of investigations to be carried out, aim of research, as well as the philosophical stance (Mackenzie & Knipe, 2006). Accordingly, researchers choose between the two extreme positions which are quantitative and qualitative techniques. Research by Collis and Hussey (2009), Mackenzie and Knipe (2006), and Nurrel and Morgan (1979) revealed the existence of several other paradigms and approaches between the identified extremes (see Figure 4. 1).

Figure 4. 1: Objectivism Vs Subjectivism Dimensions



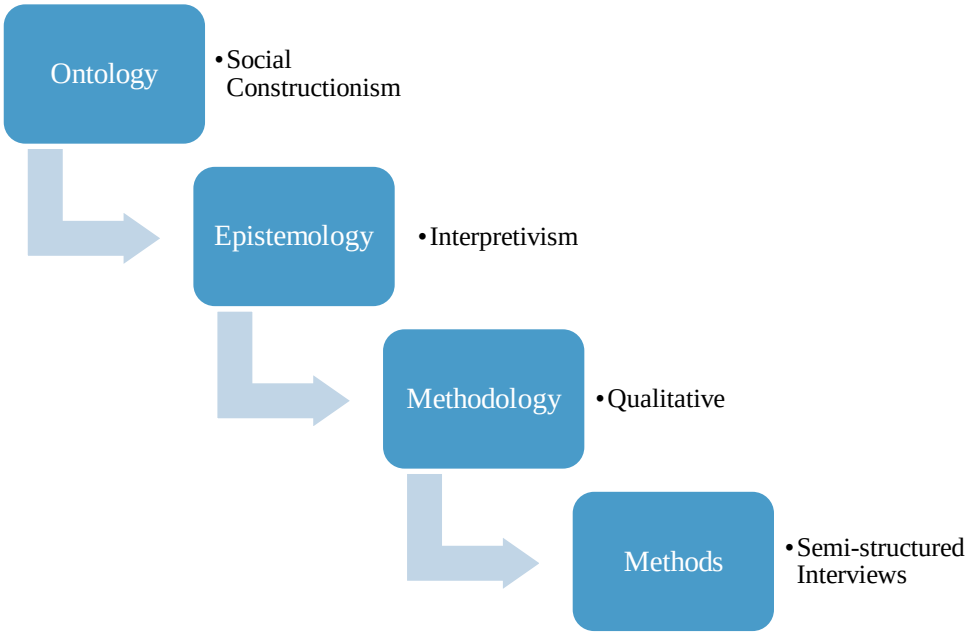
Source: Nurrel and Morgan (1979)

In line with the above distinction, the next discussion attempts to integrate the different views relating to qualitative and quantitative research approaches. Ideally, an interpretivist assumes a subjective stance widely referred to as a subjectivist in ontology. In this sense, he or she is inclined to qualitative approach. Conversely, in most cases, a positivist takes an objective stance in ontology. Therefore, he or she favours quantitative research techniques. Based on axiology, the former prefers a value laden approach, demonstrating a strong preference to qualitative researcher. On the other hand, the latter take unbiased stance, adopting a quantitative approach (Nurrel and Morgan, 1979).

The main purpose of this research is to explore the sustainability of TSC in Egypt and how CSR would help in achieving a more sustainable practise. It aims to explore the phenomenon of sustainability from the three perspectives, social, economic, and environmental, through different supply chain actors. Thus, the research ontology in this research is subjectivism.

The study explores perception of different parties in the TSC on sustainability understanding and how personnel manage it in their contemporary context. Managers, directors and CEOs in hotels, tour operators, governments, and airlines sectors are the targeted samples. Consequently, the epistemological position is interpretivism, leading to a qualitative research approach. As revealed in Figure 4. 2, the implementation of an interpretivist paradigm guided the research for using a qualitative approach.

Figure 4. 2: Overall Philosophical Stance of The Research



Source: Based on Crotty (1998); Saunders et al. (2009) and Adapted by The Author

4.4. Research Approaches (Inductive Approach)

When carrying out of any empirical research, in most cases, two approaches are used, deductive and inductive techniques. The choice of the approaches is selected according to the nature of the investigation, where the researcher may either select one of the research methodologies or may use both. It is noteworthy that the deductive approach is linked to objectivism and positivism. As such, it adheres to the quantitative approach. On the other hand, the inductive approach is linked to subjectivism and interpretivism, and is thus aligned to the qualitative research technique (Bryman and Bell, 2015).

The deductive approach requires the researcher to focus on deducing the developed hypothesis, according to the available knowledge in a specific domain, as well as keeping in mind the theoretical underpinnings of the selected domain (Bryman & Bell, 2015). The researcher participates in designing a measurable and quantifiable variable, in a bid to test the hypothesis. Theory is important in providing a guide while using a deductive approach. As such, the first step for the researcher is to develop a

theoretical framework, which is tested by choosing the large sample, as focus shifts on generalising the findings (Collis & Hussey, 2009). Surveys and questions are widely used when the researcher applies the deductive approach, and the entire process has to adhere to the guide by the theory or the hypothesis derived from theory.

On the contrary, the inductive approach is the opposite of the deductive approach, and it is centred towards building theory. In this respect, the theory is the result of the research, as opposed to acting as the starting point. In the initial process, the research should understand its context, and from here the researcher infers or the theory is developed, based on what has been observed. An inductive approach largely depends on qualitative data. In this sense, the approach has less structure, when compared to the deductive approach. It constitutes several iterations in the data collection and analysis phase. Moreover, the biased views of the respondents, heavy dependence on subjective reference, value-laden nature of the research, make the findings drawn from inductive approach to be less generalisable. However, Easterby-Smith *et al*. (2012) provided a response to the criticism, arguing that the researcher may not embrace generalisation, as the focus is primarily on understanding the complexity of the phenomenon, although the boundaries are unclear in the actual context, and in cases where the researcher finds it difficult to develop a testable hypothesis. As debated earlier, the inductive approach favours qualitative research, whereas a deductive approach is quantitative. Byrman and Bell (2007) managed to illustrate these contrasting positions, in relation to quantitative and qualitative, which provide a reflection on the difference in nature of the collected data using the identified approaches. This differentiation is presented as follows in Table 4. 1.

Table 4. 1: Some Differences between Qualitative and Quantitative Research

Qualitative Research	**Quantitative Research**
Depend on words	Depend on numbers
Data is rich and deep	data is hard and reliable
Point of view of the participants	Point of view of the researcher
Researcher is close	Researcher is distant
Theory emergent	Theory testing
Process	Static
Unstructured	Structured
Natural settings	Artificial settings
Contextual understanding	Generalisation
Meanings	Behaviour
Micro	Macro

Source: Adapted from Bryman and Bell (2007)

According to Saunders *et al*. (2012), they claimed that qualitative and quantitative data are different in nature. This leads to different methods for analysis of data. The differentiated data uses either a qualitative or quantitative approach. These differences are presented as follows in Table 4. 2.

Table 4. 2: Differentiation between Quantitative and Qualitative Data

Quantitative Data	**Qualitative Data**
Depend on meanings originated from numbers	Depend on meanings which are articulated by words

The outcome of the collected data is standardised and numerical statistics	The outcome of the collected data is non-standardised data which required categorisation into groups
Data analysis is conducted using statistics and diagrams	Data analysis is shown using conceptualisation

Source: Adapted from Saunders et al. (2012)

This table shows that qualitative data is usually in a word text and characterised by being soft and non-standardised. In the contrary, quantitative data relies on numbers, is hard and more structured. It requires different mathematical and statistical tools and more frequently analytical software.

It is established that quantitative studies dominate the SCM field, based on both the positivistic paradigm and deductive approach. Nonetheless, researchers have increasingly embraced qualitative approaches. The dominance of the quantitative research technique in SCM research could be related to the nature of discipline, in particular the logistics classified under applied science, with a solid engineering foundation (Ganeshan *et al*., 1999; Min & Zhou, 2002). Sachan and Datta (2005) took part in reviewing approximately 442 papers published between 1999 and 2003 in three leading academic journals, noting the widespread use of quantitative techniques in about 57 per cent of the reviewed papers, in comparison to a paltry 22 per cent that had applied a qualitative approach, such as interviews and case studies. The findings were consistent with the research by Näslund (2002) and Mentzer and Kahn (1995) who noted the dominance of quantitative research in the US, as most researchers preferred using quantitative research, as opposed to qualitative. Näslund (2002) noted the fault in the widely used quantitative approaches, arguing that the application of this approach limits the development of meaningful knowledge. Instead, he supported the qualitative approach, for instance, an application of action research and case studies, noting the capability of qualitative approaches in providing valuable insights and in enriching studies, especially in disciplines such as logistics and supply chain. His research provided insights into the use of qualitative research, particularly in the European SCM and increased acceptance of the research approaches. Sachan and Datta (2005) attribute the preference of qualitative research to the maturity of the discipline,

which helps pose questions of how and why, prompting the supply chain researcher to consider investigating further using qualitative approaches. In essence, a considerable shift has been noted in holistic supply chain thinking, as opposed to limiting focus in functional areas.

Nonetheless, Naslund (2002) suggested that qualitative methodology is less structured and has been questioned before in relation to its quality and rigour. For this reason, the researcher should develop quality measures for qualitative research, and researchers should be aware that quantitative measures may not approach this discipline. Mangan *et al*. (2004) proposed triangulation and presented an example of a research project, that made use of deductive and inductive approaches at the same time. Nevertheless, the use of the approach raises more questions, relating to the possibility of staying with one paradigm, as opposed to exploiting diverse methods or the possibility of the researcher switching between paradigms, such as application deductive and inductive methods.

Research within the tourism context is more directed to qualitative methodology. Chacko and Nebel (1990) state that qualitative research methods are more suitable for tourism and hospitality research. Furthermore, Zhang *et al*. (2009) asserted that methodologies used in TSCM problems are divided into three study areas: conceptual, case-oriented empirical and quantitative. First, conceptual studies are a research analysis of TSC to define, describe and develop approaches in TSCM such as, literature reviews, taxonomies, and frameworks. Second, case-oriented empirical studies include particular companies and data collected by researchers to analyse TSC issues. Third, quantitative studies aim to develop methods for TSCM using quantitative models such as simulation and optimization. Researchers in the TSCM field use the first and second methodologies, while quantitative studies are very limited (Zhang *et al*., 2009). Other studies used qualitative exploratory research in TSC and sustainability of tourism as methods of research (Baddeley and Boley and Uysal, 2013; Carey *et al*., 1997; Chen and Yi, 2010; Font, 2011; Ertuna *et al*., 2019; Font *et al*., 2008; Gnjidic, 2018; Klemm and Parkinson, 2001; March and Wilkinson, 2009; Marin-Pantelescu *et al*., 2019; Martínez *et al*., 2013; Muhcină and Popovici, 2008;

Page, 2003; 2009; Pearce *et al*., 2004; Pérez-Pineda *et al*., 2017; Piboonrungroj, 2009; Ramzy, 2013; Sigala, 2008; Theuvsen, 2004; Tse, 2003; Vrenegoor, de Jong & Cavagnaro, 2020; Xu & Gursoy, 2015; Yilmaz and Bititci, 2006; Zhang *et al*., 2009; Zhang, 2011).

Even CSR research is strongly guided to a qualitative nature (Jenkins, 2006; Tencati, Perrini and Pogutz, 2004). It is expected that qualitative interviews methods are suitable for investigating the broad nature of CSR, as they give new insights into the social phenomenon, allowing the participants to reason and reflect in different ways (Folkestad, 2008). Qualitative findings can be categorised in themes and sub themes for analysis and should be completed carefully to avoid subjectivity and researchers' bias. Researchers are guided by exploratory qualitative methodologies in CSR research such as (Abdelhalim & Eldin, 2019; Carmeli *et al*., 2007; Dodds and Kuehnel, 2010; Glavas and Kelley, 2014; Hansen *et al*., 2011; Hatipoglu, Ertuna & Salman, 2019; Hofman and Newman, 2014; Kim *et al*., 2016; Lacey *et al*., 2015; Lee and Kim, 2013; Lee *et al*., 2013; Mackenzie and Peters, 2014; Martínez *et al*., 2014; McGehee *et al*., 2009; Newman *et al*., 2016; Njite, Hancer, and Slevitch, 2011; Park and Levy, 2014; Shen and Zhu, 2011; Supanti, Butcher, and Fredline, 2015; Zou *et al*., 2021). Consequently, qualitative research concentrates on investigation of the issues, understanding and interpretation of the phenomenon and aims to answer the research question(s), mainly through interpretation.

To sum up, an inductive qualitative approach is applied in this research. The researcher believes that it is be the best way to investigate the phenomenon of sustainability in the context of TSC in Egypt. Moreover, the qualitative approach is suitable for addressing questions of the research and finding means of data interpretation. The nature of this research is exploratory, owing to lack of knowledge given to the phenomenon of sustainability in the Egyptian context. Thus, it was impossible to design a testable hypothesis. The qualitative inductive approach is used in this research as the purpose is to build a theory or suggestions as opposed to testing a theory. Indeed, using the inductive approach is due to the qualitative methodology used. Qualitative research is suitable for the topic under investigation as it provides a

deep understanding and investigation for the phenomenon under study. This approach endorses a more flexible structure, helpful when making changes and adjustment as the research proceeds. The inductive approach is more suitable for data generalisation, analysis and reflection about a theoretical theme derived by the data (Creswell, 2007). According to Mentzer and Kahn (1995) and Näslund (2002), the inductive approach in SCM discipline should increase the chances of adding value. This is through exploring new insights within the real situation of the organisations.

Although this approach has some disadvantages, limitations, and criticism, mainly from the quality perspective of the research, it is crucial to clarify and manage them to achieve validity and robustness. The following section will cover these issues.

4.5. Research Quality Issues

How research is conducted is determined by existing research paradigms and philosophy. As such, these paradigms and philosophies provide a different quality of measure and focus on ensuring credibility and validity of the research findings and process. Nonetheless, the application in qualitative research quality measures are specifically formulated for quantitative research methodology and subjected to wide criticism (Bryman and Bell, 2015).

According to critics, when a researcher considers applying the quantitative research quality measure, while using qualitative research, the meaning of the terms applied needs to be changed as opined by Bryman and Bell (2007), issues relating to measurement validity are likely to carry the meanings of measurement. However, a given measure is not a central issue between researchers of a qualitative study, and matters relating to validation may not be emphasised. Notably, some of the factors drawn from the traditional quality criteria in quantitative research include reliability, respondent bias, validity, and generalisability.

4.5.1. Reliability

Reliability refers to the capability of the research yielding the same result, even when carried out by different researchers within a similar context. In this sense, with repeated trials of the experiment, the results remain the same (Bryman and Bell, 2015; Easterby-Smith *et al*., 2008; Golafshani, 2003; Guba & Lincoln, 2005; Healy and Perry, 2000; Riege, 2003). It is worth noting that qualitative research, which is focused on analysing research findings, takes an interpretative approach. Therefore, it does not make sense to do research that only duplicates previous research (Marshall & Rossmann, 1999). It is critical to maintain consistency in research. The process of checking reliability may require the researcher to consider these three questions. Do the processes give the same results as noted in other cases? Can the researcher find similar observations? Is there any clarity regarding how the researcher made sense of the findings? The researcher suggested if the answer to the identified questions is yes, it strongly indicates that the findings are reliable, because the process of data collection, analysis, and description exemplifies consistency, leading to same results. It is worth noting that the participant and observer biases and error could diminish the reliability of the findings. In addressing these shortcomings, the researcher should be keen to ensure that the participants use uniform response categories and definitions (Healy & Perry, 2000; Riege, 2003).

In this current research, it is likely the respondents may interpret CSR and /or sustainability in different ways, as well as managing it differently. However, the role of the researcher is to guarantee that the provided responses are comparable in their reliability (Saunders *et al*., 2012). To achieve this, the researcher applied two different techniques. First, there was a need to ensure that the respondents understood the question to be asked in the research. Second, the question had to be asked in the same language for all the participants; in this research the researcher used English for all the interviews.

4.5.2. Respondent Bias

Addressing participant's bias may require the managers to react to comply with the CSR policies, international and national regulations, supply chain policies, and provide a positive message to the government and NGOs, in a bid to maintain their position. Nonetheless, the truth is that they may disregard any of the above. Brace (2008) provides a description of these issues, as he focused on social desirability bias. To avoid social desirability bias, the researcher was keen on ensuring confidentiality and anonymity, with a guarantee that the research findings do not reveal the names of the participants. Using this approach instilled confidence among the participants and they embraced the idea of confidentiality, thus limiting bias.

Further, measures were taken to address the social-desirability bias, defined as the tendency of participants to answer questions in a manner that will be viewed favourably by the researcher which translates into over-reporting 'good behaviour' or under-reporting that is considered undesirable (Chung & Monroe, 2003). This was overcome by asking the participants to discuss their business ethos in a transparent manner and explaining that the purpose of the research was purely academic; this instilled confidence in participants to report their comments in an accurate manner and helped overcome the problem of social desirability bias. Furthermore, this was not an issue as the researcher made sure that the research purpose was explained clearly which again resulted in a better understanding among participants who did not view the interview process as an audit or evaluation of their performance.

Previous research by Fisher (1993) examined the technique of indirect questioning on social desirability bias in marketing research, where he claims that there is a difference in the results when asking socially sensitive questions directly versus indirectly. Furthermore, he differentiates between questions that address personal outcomes versus normative constructs, theorising that the previous line of questioning is less subject to social desirability bias than the latter (Fisher, 1993). Therefore, participants may be less likely to participate in impression management as their responses do not entail making social judgments. Indirect questioning and

introduction to the questions might be valuable options to redirect the nature of the question and thus decrease social desirability bias, encouraging participants to express themselves freely, without judgment. However, within the context of this research socially neutral questions were included which again eliminated the social desirability bias.

It should be remembered that there are guidelines relating to how reliability is achieved which has been implemented. The process of data collection and analysis had to adhere to the stipulated structure, in line with the research objective of ensuring consistency among respondents. The researcher strictly adhered to the interview protocol and followed the analysis of data (Braun & Clarke, 2006; Creswell, 2009). The use of interview protocol makes it possible for another researcher to re-enact or consider duplicating the findings of the research (Saunders *et al*., 2009).

It is essential for the researcher to evaluate the potential bias, during qualitative data collection. Saunders *et al*. (2009) identified one type of bias the researcher must think about which is the interviewer bias. This refers to tone, comments, or the non-verbal behaviour of the respondent, which could lead to bias, based on how the interviewee responds to questions. To avoid imposing the interviewer's view on their area of interest, the respondents were asked to elucidate their answers in more detail. The researcher had to remain calm and restrain from intercepting the participants, as the study progressed (Knox & Burkard, 2008). These were the techniques used to reduce bias in the research.

4.5.3. Validity

Validity refers to the accuracy of the research finding, given that it should represent the real situation (Collis & Hussey, 2009; Riege, 2003; Golafshani, 2003; Healy & Perry, 2000). As documented by Saunders *et al*. (2012), the primary concern of validity relates to whether the research findings are a true representation of what they claim to be, and the identified variable accurately measures or provides a true reflection of what they were designed to measure. The validity is noted as a key point during qualitative data collection and the primary concern is to ascertain the accuracy of the findings,

based on the researcher's perspective, the reader, or the interviewee. The researcher should deal with the research topic by demonstrating authenticity, trustworthiness, and credibility (Creswell & Miller, 2000). To ensure that the findings are accurate and consistent with the researcher's view and considering the reader, these strategies were adopted. As opined by Braun and Clarke (2006), several instances within a data should support the theme of the research. During the interview, the researcher was involved in summarising the finding, with a view to verifying whether the respondent's views truly revealed their opinions or not (Creswell, 2009). Apart from verifying the details with the participants, the researcher themes had to be compared within the entire research against all the interviews, with a view to ensuring that the meaning behind the themes provide a reflection of the responses (Silverman, 2006).

It was necessary in this research context to ensure internal validity and significance to the participants, so it involved general managers from different companies in TSC and managers in development departments within the Ministry of Tourism.

4.5.4. Generalisability

Generalisability describes the possibility of the research findings being generalised outside the direct context of the study, widely referred to as "*quantitative research quality measurement tool*" (Bryman and Bell, 2007: 410), although presented as an external validity in the research that utilises a qualitative approach. According to Creswell (2009), qualitative research is crucial because it is true to a specific description and the identified themes are considered accurate to a particular site and context. Nonetheless, qualitative data has been criticised for falling short when providing a theoretical contribution to research (Yin, 2003). However, this is not the case in this research as it has made a valuable contribution to conceptual understanding of CSR and sustainability in the context of Egyptian TSC. Moreover, in response to this criticism, Easterby-Smith *et al*. (2012) supported the view that the researcher may not seek generalization, for a thorough understanding of a complex phenomenon, where it is unlikely to design a testable hypothesis.

The theory building process in this research emanated from undertaking an analysis of participants responses (embedded in the context of this research), rather than treating them as isolated responses or a single statement, like a hypothesis, that can be tested in a straightforward way. This calls into question the value of the falsifiability of a discrete hypothesis. The primary focus of the researcher was not about data, but rather the phenomenon embedded within the given context (i.e., CSR and sustainability in TSC (Voss et al., 2008). The next section elaborates upon the qualitative method research process applied in this study in detail.

4.6. Research Methodology: A Qualitative Study

Research methodology involves a formalised strategy, outlining the aims, methods, and actions used in data collection and analysis (Burns and Bush, 2002). It details information regarding the general plan that the researcher intends to use to achieve the stated research objectives (Saunders *et al*., 2009). Studies centred on methodological matters categorise methods of research into qualitative and quantitative approaches (Bryman & Bell, 2007; Saunders *et al*., 2007).

It appears obvious that the differences among quantitative and qualitative research are in the plans used in each of the approaches. Scholars have proposed that the major distinction among the two approaches is ontological and epistemological, which lead each study and how it is connected to practice and theory (Bryman & Bell, 2007; Onwuegbuzie & Leech, 2005).

It is noteworthy that quantitative research is underpinned on positivist objectivist approaches, and it tends to be connected to a deductive approach. Respectively, the aim of such research is to focus on testing the existing theories. Collis and Hussey (2003) support the idea that no differences exist in research that studies human behaviour and other disciplines. Researchers should be keen on facts, as opposed to emotions. They should focus on achieving their objectives within an unbiased setting, away from their individual beliefs (Saunders *et al*., 2007).

In contrast, qualitative research places more weight on words, as opposed to number, during the data collection phase. The same goes for data analysis using an interpretive approach. According to Bryman & Bell (2007), the qualitative method is linked to an inductive approach, with an emphasis on theory design, while quantitative method takes a positivist approach, related to a deductive approach, concerning testing theories.

Qualitative research is fundamental during the initial phases of a study area where little information exists. In fact, qualitative research is essential when there is no solid background for the researcher in the subject researched (Maxwell, 2005). Therefore, qualitative research provides an avenue for the researcher to collect data inductively, with a view to providing perceptive knowledge of the topic under research, putting in mind the subjective nature of human participants (Gephart, 2004).

Consequently, qualitative methodology is chosen quantitative since most quantitative methods do not provide a full understanding of the research topic (Deery *et al*., 2012), which is important for this study. It focuses on subjective analyses, excluding research approaches founded on objective positioning. Furthermore, qualitative methodology is usually applied in exploratory studies, which is the case for this research.

4.7. Qualitative Research Methods

Qualitative approaches used in data collection include interviews, participant observation, documents analysis and use of focus groups (Mack *et al*., 2005). Corbetta (2003: 287) identified**,** *"three fundamental actions underlying the techniques of qualitative research are observing, asking and reading."*. Byrne (2012: 207) described interviews as "*a form of communication, a means of extracting different forms of information from individuals and groups*". It is noteworthy that interviews encompass different natures and forms, ranging from unstructured to semi-structured or structured interviews (Holloway and Brown, 2012; Saunders *et al*., 2009). It is argued that an interview cannot be completely unstructured. However, the unstructured interviews look similar to a guided conversation. DiCicco-Bloom & Crabtree (2006) mentioned

that researchers often prefer to combine unstructured interviews and participant observation. On the other hand, they claimed that a structured interview works similarly as a survey tool used for collecting quantitative research data. In this study a semi-structured interview is applied.

4.7.1. Semi-Structured Interviews

A semi-structured interview is a widely applied methodology of data collection (Saunders *et al*., 2009). Researchers DiCicco-Bloom and Crabtree (2006) argue that a semi-structure interview is normally planned in advance, and organised using a pre-set of open-ended questions, which may require at least 30 minutes to answer. It is possible for the interview to run for several hours. In the process of designing and carrying out a semi-structured interview for this study, the researcher faced some difficulties. Moreover, the researcher had to apply several procedures, which included sampling, design of the interview protocol, conducting interviews, and running a pilot study, where the collected data had to be analysed later. Even though these steps appear in a logical sequence, in some cases the phases overlap or run parallel. As an example, when the first group of interviews took place then was later transcribed, the process of preparing other interviews was already underway. The next subsections provide comprehensive details regarding the different phases.

To gain a deeper understanding of sustainability perceptions within different actors in TSC, semi-structured interviews were conducted with different sectors within the TSC who are involved directly in tourism. Semi-structured interviews encompass the process of implementing several predetermined questions. The questions are asked to every respondent, following a logical and coherent order. However, the interviewer has the freedom to search for more information outside the responses provided (Berg, 2001). The researcher preferred this type of interview in this study, as an instrument for data collection. The preference of this methodology is attributed to two factors. First, a semi-structured interview is appropriate for finding information related to the perceptions of the respondents, in places where sufficient literature is lacking. Secondly, interviews are considered effective in oral-dominant societies, like the Arab

culture in Egypt (Zaharna, 1995). A semi-structured interview enables the researcher to access comprehensive details of the respondent's views in relation to a specific phenomenon (Smith, 1995). Semi-structured interviews are appropriate for providing further explanation while exploring context-specific factors (Modell, 2009; Sobh & Perry, 2006).

DiCicco-Bloom & Crabtree (2006) discovered that the process of planning for semi-structure interviews happens outside in everyday events, where the respondents and interviewer agree on a time and location. The questions for the interview are prepared earlier, and largely guided by the identified research questions (Creswell, 2009). It should be noted that prearranged questions do not rule out the possibility of fresh questions coming up, as the interviewer and interviewee engage in a dialogue (DiCicco-Bloom & Crabtree, 2006). The choice of individual semi-structured interviews was intended to make it easy to consider personal and social matters, like CSR, sustainability; barriers to adopting these approaches could constitute reasons not willingly shared among the parties. The rationale for selecting the participants for semi-structured interviews is revealed in the next section.

Use of in-depth interviews for qualitative data collection is considered appropriate for this study. Some tourism writers support this method through proposing the characteristics of the qualitative method (Coles *et al*., 2013; Creswell, 2013; Rossman and Rallis, 1998):

- These methods are not strongly forced within a study but still developing; they emerge through the research while the researcher learns more about asking the questions.
- Qualitative techniques are a useful research method for researching compound ideas, particularly for perceptions and opinions.
- Research that contains such methods could take place in the respondent's natural settings.
- These methods are interpretive, which places stress on the researcher for data interpretation.

For a clearer understanding about the process of conducting research in this phase, these steps are discussed in detail. Information is provided in relation to selecting the study area, sample size and type, preparation of the interview guide, preparation for research analysis, and the reasons for applying a manual approach, as opposed to using NVIVO during the data analysis phase and research ethics.

4.7.1.1. Selecting the Study Area

This research chose interviews from the particular area of Cairo, with the main cultural and historical tourism, and the central city for international visitors to the Middle East region (Helmy & Cooper, 2002). Tourists mainly come to Cairo for the main activities, away from beach tourism; most of the touristic activities or trips are based on one day trips to Al-fayoum, El-soknha and, Alexandria which are sites of historic significance and of great interest to cultural tourists to Egypt.

Sustainability in Cairo is still far from being explored and applicable in comparison to other cities, (e.g, Al-gouna, Hurghada, Sharm el sheikh, Mars Alam on the Red Sea costal area), which depend mainly on beach tourism. These cities are constructed mainly on a sustainable base due to their unique natural and environmental characteristics (Gouda, 2012). Sustainability research on cities based on beach tourism has progressed more than in other cities in the case of this research, Cairo (Gouda, 2012; Ragheb, 2016; Shaalan, 2005; Shehata & Elfeel, 2017).

Furthermore, Cairo contains the main headquarters of international chain hotels, main international tour operators, Ministries, governments and the main airline carrier (Egypt Air), which is relevant to our samples chosen according to the TSC structure identified.

4.7.1.2. Qualitative Sampling – Selecting the Interviewees

Qualitative research involves a selection of the subgroup, also called a sample of the population, as it may not be possible to collect information from every individual (Mack *et al*., 2005). The primary step of the research process is determining the targeted population, which helps to create a relevant framework (Given, 2008; Wilson,

2006). The process of selection and number of participants to take part in the study is influenced by the research objective, as well as the features of the research population (Mack *et al*., 2005). Maxwell (2005) claimed that selection of the appropriate settings, the respondents, and time is critical in qualitative research. Moreover, King and Horrock (2010) revealed the appropriate criteria in selecting a sample, insisting that qualitative research requires sample diversity. According to Patton (1990), no fixed number of interviews can be considered ideal in qualitative research. As opined by Onweugbuzie and Leech (2007), in qualitative research the sample size should not be limited to the point that the researcher experiences difficulties in achieving information saturation. Yet is also essential that the sample size is not so large that a researcher finds it hard to analyse the data. Nonetheless, researchers have continued to debate the correct number of participants in a study. Patton (2002) insists that no specific rules have been established in selecting a qualitative sample. Instead, they are guided by the research objective, resources, and the available time.

On the contrary, Arksey and Knight (1999) emphasise that the researcher should remain keen in continuing the investigation, until he/she is confident that the respondents have exhausted all the relevant information relating to the research topic. In this regard, the researcher has a chance of adding more respondents in the study, until reaching a level of information saturation (Guest, Bunce and Johnson, 2006; Mason, 2010; Ritchie & Lewis, 2003). Nonetheless, the researchers claim that 8 respondents are enough, especially when conducting interviews. Other asserted that 10 to 15 respondents are sufficient, in research that requires an interview (Bauer and Gaskell, 2000). It is argued information is crucial, as opposed to the number of participants in the interview. The researchers suggest that interviews take time to run to completion and could be costly. Conversely, Guest and colleagues (2006) opine that even though the idea of saturation is critical to researchers when making decisions about when to stop collecting research data, it fails to provide information relating to calculating the sample size before the process of data collection begins. In their research, Onwuegbuzie and Leech (2007) insist that the suitable sample size is determined by the accessibility of funding and time, the quality of data obtained from the sample before the research starts, and the objective for conducting the interviews.

The approaches applied in sampling are split to probability and non-probability sampling. Probability sampling uses a group size in the population to determine the suitable number of participants to include in the sample. In non-probability sampling, the participants are selected based on their ability to meet specific criteria (Given, 2008). It is important to exercise caution when sampling for qualitative research, considering the confusing terminology. Given (2008) asserts that qualitative sampling does not signify a population for generalisability, as it is centred on creating the appropriate sample frame (Wilson, 2006).

Other sampling techniques which are widely used in qualitative research are purposive, quota, and snowball sampling (Mack *et al*., 2005). Purposive sampling entails providing information on eligible data, just before the researcher determines the sample (Given, 2008). As documented by Mack *et al*. (2005), purposive sampling constitutes categorising the participants in a group, based on pre-selected criteria, as relevance focuses on the research question and theoretical saturation. The sample size is determined through a point in data collection, when it does not require additional insights, during collection of new data. When using purposive sampling, the resources and time available for the researcher determines the sample size (Mack *et al*., 2005). As observed by academics, quota sampling is classified as part of purposive sampling, since it is concerned with the classification of participants in accordance with shared features, which gives the researcher a chance to concentrate on what is known regarding the research topic (Mack *et al*., 2005). Belk (2006) claimed that snowball sampling entails the respondents proposing other candidates who could take part in the study. He asserted that snowball is appropriate for helping to achieve trust between the respondents, although avoiding bias in snowball sample is difficult. The initial in-sampling requires defining the requirements of the population (Wilson, 2006).

In this current research to reach a suitable sample size, twenty interviews were conducted in the following sectors: eight with hotels, seven with tour operators, four with the ministry and governmental bodies, and one with air transport. After the twentieth interview and the data collection stopped, the last two or three interviews showed that nearly same data was generated, so conducting more interviews would not

result in more knowledge. At this stage saturation had been reached, and more respondents would not support the time and effort to do more interviews. As explained before, the principal aim of this study is to achieve an initial understanding of the CSR sustainability aspects in the Egyptian TSC. Considering the little time and lack of sufficient funds for this study, the researcher adopted non-random the purposive sampling technique. Non-random sampling has been a subject of criticism, respecting the bias evident in the process of selecting the participant. As such, the bias decreases the generalizability of the findings. Indeed, this research does not focus on generalising the research findings. Instead, it purports to deepen the understanding of the phenomena being studied. As delineated by Onwuegbuzie and Leech (2007), if the study is not keen on generalising finding in a population, but instead focuses on providing insights on the phenomena, events, or individuals, in qualitative research, then the role of researcher is to purposively select individuals and groups, and concentrate on helping reveal information that helps to understand the phenomenon. Denscombe (2010) observes that purposive sampling is a common sampling approach applied in qualitative interviews. Babbie (2010) notes that purposive sampling is a non-random sampling technique, which gives the researcher an opportunity to select the sample that is in line with their subjective judgment. The process follows a different approach, as opposed to randomly selecting a sample from the population. The researcher makes decision based on particular cases, considering the importance of these choices in helping to find answers to research questions and meeting the objectives of the research. Besides, it was important to select the sample, since it reveals cases that require further investigation. Importantly, the purpose is to understand the subject further (Neuman, 2007).

Snowball sampling provides a chance for the initial participants to unveil potential participants to take part in the study. This sampling is preferred where the researcher experiences difficulties in reaching the selected members within a specific population pool. These two samples are appropriate for this specific research. In using non-random sampling, the researcher is better placed to comprehend further the phenomena and achieve additional knowledge through exploratory research (Remenyi *et al*., 1998). This research used purposive and snowball sampling techniques, since

the respondents were requested to pinpoint additional companies involved in the tourism industry in general and in Egyptian TSC in particular.

4.7.1.3. Company Profiles

Earlier it was explained that data collection was conducted with eight hotels, seven tour operators' sector, four ministry/governmental bodies and one air transport sector (see Table 4. 3). The sample was drawn from participants who were chosen carefully based on the role that they play in the identified structure of the TSC in Egypt (see chapter 2) and their importance to the tourism industry. In addition, these participants were selected on the basis of their role in the provision of international tourism services (e.g., offering customised tourism packages to international visitors and dealing with the needs of this segment). Consequently, they were included because of their extensive knowledge of international standards (e.g., adherence to sustainability/CSR which is of relatively little significance to companies that do not address the needs of non-international visitors).

Moreover, to ensure that the participants are familiar with the research topic, the current study interview was directed towards general managers because they have the authority to be responsive to the required data within different areas. Additionally, Phillips (1981) and Miller and Roth (1994) claimed that informants in senior ranks are more reliable sources for data collection than their lower ranking colleagues. The next section illustrates the different samples of participants chosen for this investigative study.

In the hotel sector, given the code 'H', the hotels selected were five-stars hotels, within international chains and seeking international tourists. However, the investigated hotels participated on condition of anonymity. They were given code H. The interview respondents were all in top management, mainly general managers. The reason behind choosing international hotels in this study is because the leading international hotel chains are increasingly emphasizing their commitment to sustainability, integrating it into their strategic plans (Abdou, Hassan & El Dief, 2020; Jones, Hillier & Comfort, 2014) and probably would have CSR policy in their

business. In particular, sustainability in Egypt is still a new concept to understand and implement. Thus, accommodation providers were chosen carefully based on how they catered to CSR and sustainability criteria in marketing their outlets to international tourists in their packages and what guidelines they offered. Since safety and comfort is of great significance to international tourists, well branded hotels were included. It should be noted that this study targets the 1st tier of service suppliers of the TSC in Egypt identified in the TSC structure in Egypt (see chapter 2).

Regarding tour operators, the sample chosen is based on tour operators that provide international holiday packages and are seeking international tourists. They have a good understanding of different dimensions of sustainability, which they also include in their promotional packages to international tourists in contrast to the non-international TOs. The companies who participated in this study were kept anonymous as per their request and given the code 'TO'. The interview respondents were all in the top management, mainly general managers. This study targets the 1st tier of service providers of TSC in Egypt.

The governments and Ministry of Tourism sector were given the code 'G'. This category involved interviews with the Head of the International Tourism sector, general manager of international relations and strategic planning, Head of Tourism Development and the Environmental Department in the tourism sector. This represents specialised authorities in tourism management in Egypt. They are mainly accountable for policy and program developments in addition to providing incentives and finances to support the tourism sector, regulating, and ensuring the flow of tourism within the TSC.

The air transport sector involved one interview with Egyptair, given the code 'AT', the main flag carrier in Egypt. This transport provider is an international carrier. The interview was held with the Vice President of Alliances and International Relations. This study is investigating sustainability within TSC which mainly depends on international transportation for international tourists, since air transportation is their main transport mode. Airline transport was convenient for the aim of this study to fit

the TSC structure identified in chapter 2. However, future studies are recommended to focus on the internal transportation of the tourists within their destination.

Table 4. 3: Profile of The Participants

Hotels (**H)**	**8 Hs**: Five-Stars International Hotels			
Tour Operators **(TO)**	**7 TOs**: International Tour Operators			
Government/ Ministry **(G)**	**G1** Planning and Marketing Tourism	**G2** Tourism Development Authority TDA	**G3** Ministry of Tourism	**G4** Egyptian Environmental Affairs Agency (EEAA)
Air Transport (**AT)**	**1 AT**: EgyptAir			

Source: Created by The Author

4.7.1.4. Preparing an Interview Guide

Bryman and Bell (2015), Saunders *et al*. (2012), and Yin (2014) proposed the introduction of an interview guide, in instances where a semi-structured interview is used in data collection. This study utilised a pilot study, which helped test usefulness, effectiveness, and the validity of the preliminary interview guide. The research findings from the pilot study were useful in refining the interview guide and designing a final guide, for collecting data from the actual companies. In this respect, this section can provide information relating to different stages used in an interview guide development.

Denzin and Lincoln (2000) consider interviewing a common and powerful tool, for providing information that helps to understand humanity. Nonetheless, the frequency of interviews used in data collection has led to this methodology being taken for granted. Interviews are regarded as part of the mass culture, since they are increasingly used in gaining information about individuals, organisations, and groups. Denzin and Lincoln (2000) warned social scientists, claiming they should be aware of

the social dynamics and remember that interviews are interactional encounters, with the capability to determine the kind of knowledge generated.

Bryman (2012) supported the idea that it is not appropriate for an interview guide to be compared with structured interviews. Accordingly, authors claimed that it is appropriate for the term to be applied to a more structured list of issues that require addressing, or for determining the questions in semi-structured interviews (Doody and Noonan, 2013). These authors gave a caution regarding the formulation of interview questions, arguing that they should not be too specific. Alternate avenues of inquiry should be encouraged if such an opportunity presented itself. Bryman (2012) asserts that an interviewer should be aware of what he or she needs to know that will help him or her answer the research questions he or she is interested in. In other words, the researcher needs to be keenly aware when investigating what the interviewee considers important and valuable, as it relates to the topic of interest. Ideally, the questions should cover areas of interest, lists of issue, or themes, which should bear the interviewee's perspective. It is appropriate for the interview guide to adhere to a specific order in the identified topic contexts, although it is essential for the order to be subject to change, based on the interviewer's judgment and the interests in new insights (Bryman and Bell, 2015; Guion *et al*., 2011; Leech, 2002; Turner III, 2010). The initial structures should be adopted, and the sequence of the research questions can undergo changes. Nonetheless, the structure is crucial in promoting deep exploration, useful in data analysis, and in the acquisition of comprehensive information. Qualitative interviews encompass different kinds of questions. Researchers Bryman and Bell (2015), Guion *et al*. (2011), Kvale and Brinkmann (2009), Leech (2002), and Turner III (2010) recommended adhering to the main questions outlined in the interview guide:

- <u>Introductory question</u>: familiarising each other and creating a relaxed atmosphere, stating the aim of the interview, managing interview data and measures taken to safeguard privacy.
- <u>Follow up and propping questions</u>: questioning the participants to explain the answers and following up with direct questions.

- Indirect questions: asked to obtain the participant's' personal view.
- Silence: the researcher breaks to signal to the participant a chance to reveal and elaborate on his answers.
- Initial and open-ended questions: the focal aim of these questions is to relax the atmosphere and allow the discussions to start.
- Intermediate questions: these questions are targeted to discover the key topics, issues, and areas of interest.
- Ending questions: these questions intend to capture the final but significant views of the participant, and to present a chance to add or revise previous declarations. To ethically conduct research, it's advised that the interviewer thank and appreciate the interviewee's time and his support for the research (Bryman and Bell, 2011; Yin, 2014).

Bryman (2012), Leech (2002), and Turner III (2010) assert that the interviewer is allowed to ask different questions about the organisations, groups, interviewee, and others. For instance, the interviewer may inquire about behaviour, relationships, beliefs, places and locations, values, stories, encounters, emotions, and formal and informal roles.

The review is of great significance for this current study, specifically the questions relating to a sustainability perspective, which the researcher was keen to explore. Bryman (2012) states that these circumstances require the use of varying questions, which match the type of phenomena that the researcher is interested in. The interviewer should desist from asking complex, leading, or double-barrelled questions, as well as using jargon or other complex theoretical terms (Bryman, 2012). The end of the interview is a fundamental stage. For example, the researcher may consider taking additional steps to enrich the data and improve the quality of the interview (Saunders *et al*., 2012). At the end of the interview, the researcher can test his or her understanding of what has been discussed, through creating a summary of the information the interviewee provided. In so doing, the interviewee has a chance to go through the summary to determine if it is adequate, additional information is required, or make appropriate corrections in case the interviewer did not understand what they

said. Adopting this practice is significant in evaluating further the responses provided by the interviewee. Notably, the application of this practice is significant in eliminating bias and limits incomplete interpretations. Lastly, the interviewer can ask the interviewee about the possibility of reading the interview transcripts, which helps to establish the accuracy of the information provided during the interview. Additionally, it provides a chance for interviewee to add relevant points to the study which the interviewee might have missed when the interview was underway.

Another approach focuses on enriching the interview and ensures that the interviewee is aware of significant details such as the end of the interview and switching off the recorder. It is advisable for researchers to take notes, while during the interview or immediately after parting ways with the interviewee (Bryaman & Bell, 2007).

It is worth noting that this discussion and most scholars insist on the role of the interviewer as an active listener, from the start to the end of the interview. Bryman (2012) advises caution in relation to recording the interview, noting that such a move is likely to make the interviewer passive and at ease. Nonetheless, it is essential for the interviewer to be responsive and attuned, without being intrusive, in relation to the responses from the interviewee and their actions.

Based on key research ideas, the interview questions aim to include these main areas: company profile, key sustainability concepts and understanding, company's CSR strategies and policies, economic, social and environmental dimensions of sustainability, and supply chain collaboration (see appendix 1). To ensure more flexibility, every topic was characterised by more detailed questions. Although, the main topics were similar, four different questionnaires were created. More precise questions were intended for every sector, suitable to the peculiarities of each, the hotel, the transport, the tour operators, and the Ministry sector.

4.7.1.5. Conducting The Interviews

Donalek (2005) compares qualitative research to a shared journey. The final product is not just the responses provided in recalling the past experiences of the respondent, but rather information drawn from collaborative efforts between the researcher and the participants. Neuman (2007) observes that the setting of interview influences the amount of information that the respondents reveal. In this research, most of the interviews took place at the interviewees' residence at a time convenient for the respondents. Some of the interviews were recorded.

It is worth noting that literature concerning the qualitative study usually supports the idea of using a pilot study to conduct a few interviews before the main interviews for a final evaluation. A pilot study is useful for refining the interview and plays a crucial role in enhancing the process of collecting data (Sampson, 2004; Yin, 2003). Before the interview was conducted, the researcher gave three interviews and the results were incorporated into the main study. Pilot studies are crucial, providing the researcher with practical training of the effective ways of carrying out interviews. Essentially, the pilot study provides guide for the researcher, including noting any modification that should be considered before preparation of the final version (see Appendix 1).

4.7.1.6. Preparing The Interviews for Analysis

Data analysis and interpretation is considered as the last stage of the research design. After researchers have collected data, it must be analysed, so that it is useful in answering the identified research questions and/or in testing the research hypotheses. This stage help makes sense of the data collected in the study. Indeed, a qualitative interview is connected to a phenomenological paradigm, where the interest of the researcher is to find deeper meaning of the research, as opposed to providing a casual explanation and the findings termed as generalisable to similar contexts and settings (Bryman and Bell, 2015).

The first choice the researcher considers in data analysis is application of NVIVO software in data analysis. The researcher provides a discussion, which captures the strength and weaknesses of the NVIVO software in data analysis, especially its application in qualitative data analysis. The intriguing question is the capability of the computer software in analysing data and how these computers can improve the validity of the qualitative data analysis process. It is noteworthy that the use of computer software in data analysis has several benefits to the researcher, such as coding, storage, and systematic retrieval of qualitative data, particularly given the significant quantity of documented data. Nevertheless, the data analysis process has been criticised. According to Bazeley (2007), it tends to sacrifice the scope of analysis and disregards the use of quantifiable principles, like application of frequency; it favours distance, as opposed to personal engagement with data, and places greater emphasis on grounded theory, as opposed to adopting a wide range of theories.

Researchers have tried to tackle the criticism, through further enhancing of the software. Nonetheless, the widespread concern of analysis of data using computer software cannot substitute for an analytical mind and cannot serve as a data coding shortcut. Apart from the constraints identified above, each has the potential to limit computer-based data analysis, for example in this current study. A number of factors have influenced the decision to use it in this study. Morison and Moir (1998) mentioned that the nature of data to be analysed and the researcher's preferred approach is influenced by ontological and epistemological postulations. The current study depended on short data extract and was centred on personalised conceptualisation from constructive, interpretive, or negotiated processes, as opposed to focusing on qualitative data of a single theme. Indeed, computer-based data analysis may not be constructive to this study. A sensible reason for not choosing analytical software is that most of its applications, for instance, looking for a series of correlated text could be carried out by a simple word-processing package, such as Microsoft Word. As such, it is not necessary to invest more time to become familiar with the complex analytical software packages when a simple word processor could effectively serve the job. Walsh (2001) suggests that data analysis requires significant time and researchers must think about the process in advance. There is a need to organise

qualitative data into manageable formats. In some instances, the written answers are long, or a long period may be required to listen to the recordings. This is called preparation of data analysis and in some cases this process occurs simultaneously while the researcher collects data, and later in the research.

No easy or straight processes exists in qualitative data analysis. Quantitative researchers have the luxury of using tried and tested statistical methods, whereas case study and qualitative researchers can apply different language-based analytical methods (Yin, 2003). Contrary to statistical analyses, qualitative analysts can only make use of a few formulas or pre-determined structures in data analysis. Nonetheless, a substantial number of researchers claim that the data analysis process constitutes distinct stages. Miles and Huberman (1994) recommended the use of interactive data analysis structure made up of three components. These elements include reduction of data, which describes the means of selection, focus, simplification, abstraction, and transformation of data captured in transcribed records or transcripts. The second element is data display, with the capacity to assemble organised information to make it easily accessible in a compact form, enabling the analyst to understand the situation, whether to justify a conclusion or move to the next stage of data analysis. The third element is conclusion, drawing or verifying, which requires using different patterns, for instance, making metaphors, clustering, drawing comparison and contrasts, and finding intervening variables, noting the relationships between the variables, making conceptual or theoretical coherence, and building a logical chain of evidence. As noted by Miles and Huberman (1994), reduction and display of data are a critical part of data analysis. These three streams of qualitative data analysis with the data collection process can be either presented in a cyclical interactive model or parallel form.

Jennings (2005) believes that it is necessary to make adjustments in qualitative analysis, so that it is appropriate for tourism research. He further splits the process into several phases, incorporating Miles' and Huberman's (1994) task of analysis. He identifies these phases of research, as transcribing, identifying the overall theme, specifying the findings as per objectives of the research, linking and opposing particular findings, focusing on the development of framework interpretation and

verification, making a presentation, and writing. Jennings (2005) and Miles and Huberman (1994) provided essential techniques that could be adopted in analysing collected data. In this current study, the two models are combined to form the analysis process.

First: Transcribing

Following the interviews, the recordings were transcribed. Subsequently, the linguistic characteristic, for instance, fillers or dialects were cleared to create a much more relevant content, even though it is possible for anybody other than the researcher to transcribe the interview. However, in this research the researcher herself transcribed all the interviews, and this gave her a sense for the data.

Second: Creating Subject Areas

The researcher read through the transcribed interviews many times, to feel the data and content. At this stage, they made several comments on individual interviews. From these comments, the researcher created relevant subject areas, through combining the existing research objective and earlier questions.

Third: Selecting Statements and Allocating Exact Subject Areas

Following the creation of subject areas, the researcher went through the transcription, in a bid to select statements appropriate to the study, which were further allocated to the specific subject areas.

Fourth: Comparison of Statements Within Specific Subject Areas

The researcher compared individual statements in the specific subject area altogether, to sort the dissimilarities and/or relationships. They were specifically interested to know if there were any differences between participants speeches.

Fifth: Drawing Conclusions

Using data generated after the previous steps, the researcher reached a conclusion which helped to build the principal research proposition, as well as hypotheses.

4.7.1.7. Using a Manual Approach in Data Analysis

The author adopted a manual approach for analysing the interviews, as opposed to using NVIVO or any statistical software. Researchers have previously opposed the necessity of exploiting NVIVO, particularly in the analysis of qualitative data. They also doubted NVIVO's ability to extract meaning from qualitative data (David and Sutton, 2004). Basit (2003) opines that computer packages cannot of analyse data and the researcher should create categories, participate in data coding, and make decisions on the information to retrieve and gather. Coffey and Atkinson (1996) established that it is difficult to conclude theoretical insights from the data when the researcher fails to use his creative mind. As Basit (2003) observes, even though the application of electronic coding makes data analysis relatively easy, the researcher has to spend a considerable time familiarizing themself with the package, which should happen prior to data analysis. Furthermore, an electronic approach makes it easy to carry out data analysis. Nonetheless, the process of data coding requires intellectual skills. The use of a computer platform did not lessen the need for deliberation, reasoning, generating, and rejecting the codes with others that appeared more illuminating, with the ability to explain the phenomenon more clearly (Basit, 2003).

4.7.1.8. The Coding Process

Coding is the process of assigning keyword(s) to a transcript to facilitate future identification (Kvale & Brinkmann, 2009). Codes are defined as, "*Tags or labels for allocating units of meaning to the descriptive or inferential information compiled during a study.*" (Basit, 2003:144). Data coding is the appropriate presentation of analytical thinking. It is claimed that coding steps are like stairs, taking the researcher from a low to a high understanding level or more abstract (Auerbachand and Silverstein, 2003), where the low level is raw data, and the high is key research themes. Even coding is an important and vital part of analysis, yet coding and analysis are not

synonymous (Basit, 2003). According to Miles and Huberman (1994) data analysis is described as a process involving three activities, which happen simultaneously. Firstly, there is data reduction, which refers to the selection, simplification, abstraction, and transformation of raw data. Secondly, there is data display, which is an assembly of information, organised in a way to enable a conclusion to be drawn. Thirdly, drawing a conclusion includes drawing meanings from data and forming results on reasonable evidence.

Furthermore, Neuman (2007) claimed that coding allows the researcher to save appropriate chunks of the data for the study purpose. Open coding creates themes from deep inside the data to the surface. These themes come from the researcher's preliminary interview transcript at its low level of conception. At this stage, Neuman (2007) explained the resulting codes are denoted descriptive codes. Through open coding, the researcher pays attention to the genuine data and allocates labels for thematic generation. There is no anxiety arising from creating links between themes or explaining the ideas that are represented by them.

4.7.1.9. Research Ethics

Collecting data using semi-structured interview and triangulated in documents, leads to another crucial aspect of the research known as ethics. A plethora of research has pointed out the need to adhere to research ethics, especially in the data collection phase. The researcher has to ensure transparency and respect the rights of the respondents. These should not be infringed upon and should not lead to unforeseen consequences or result in harm to the respondents (Murphy and Dingwall, 2007; Oliver and Eales, 2008).

In the current study, the researcher had to adhere to the guidelines identified in literature, to guarantee that the data collection process and the entire research aligns to ethics (Murphy and Dingwall, 2007; Oliver and Eales, 2008).

- The researcher sought organisational consent from the managing directors or the owners of the companies.

- The researcher obtained the respondent's consent after asking the managing director, or the company owners previously identified potential participants.
- The respondents were informed of their right to withdraw from the study at any time in case they had doubts relating to the research process or how the information was used. In this case, the researcher provided more than one contact; the research supervisors' contact was also provided to the companies and participants.
- The researcher had to adhere to the research ethics instituted by the university and follow the consent forms which were submitted to the research ethics committee (see Appendix 3).
- The researcher asked the respondents to propose a convenient interview date and time.
- The researcher guaranteed organisational anonymity and confidentiality by not mentioning the organisation or respondent's name or including information that had the potential to reveal the identity of the organisation or the participants.
- The researcher sent the interview guide before the interview took place, requesting permission for recording. The participants knew their right to turn off recorder at any point during the interview (see appendix 2).
- The prepared interview transcripts were sent to the participants for two reasons. Firstly, to confirm that the participant had fully understood the aim of the study. Secondly, in the event the participants wanted to change anything relating to information in the script, which they felt could breach their confidentiality and privacy.

4.8. Data Analysis

There are two types of data analysis for open ended questions: content and thematic analysis. First, content analysis involves a more mechanical and systematic process for the aim of data classification and quantification, but is not the purpose of this research (Krippendorff, 2012). Second, thematic analysis allows more reflection and flexibility, with the aim of capturing the richness and the in-depth of qualitative data (Braun and

Clarke, 2006). When using thematic analysis, the researcher should consider how themes are identified either deductively or inductively. Using deductive thematic analysis, requires a clear format of a structured framework. Because this type of analysis lacks flexibility results could be biased, and interpretation could be limited (Boyatzis, 1998). With the aim of minimising bias and increasing the results' validity, the researcher preferred to use inductive analysis over a deductive one. According to Braun and Clarke (2006), inductive thematic analysis does not contain hard structure, framework, or theory. The themes here are linked to the data as they develop from it. This approach is data driven which depends on the researcher's psychological explanation and analytical preconceptions. Notwithstanding, this approach is more time-consuming, but helps to obtain an inclusive overview of the topic. They also identified 6 phases of the inductive thematic analysis (see Table 4. 4).

Table 4. 4: Inductive Thematic Analysis

Phase	**Description of The Process**
Familiarization with The Data	Read and re-read data to become aware of what the data involves, giving precise attention to patterns that arise and noting down preliminary notions/patterns.
Generation of Initial Codes	Create the preliminary codes by finding where and how patterns occur. This occurs through data reduction as the researcher breaks down data into labels to generate categories for more efficient analysis. Data gathering is also finished here. This includes the researcher making interpretations about what the codes mean.
Searching for Themes	Order codes into themes that exactly represent the data. It is important for developing themes that the researcher defines them accurately, what they contain and eliminate irrelevant information.

Reviewing Themes	Check if the themes seem sensible and account for all the coded extracts and the whole data set. If the analysis appears incomplete, the researcher needs to go back and find out what has been mislaid. Create a thematic 'map' of the analysis.
Defining and Naming Themes	Create clear meanings and names for each theme. Describe which parts of the data are being used for each theme, and what is exciting and motivating about the themes.
Producing Report	Consider which themes make meaningful contributions to understand the data. Researchers should also verify the data to check if their explanation is a precise presentation.

Source: Adapted from Braun and Clarke (2006)

Based on the inductive thematic analysis the following themes and sub themes have emerged in this study (see Table 4. 5).

Table 4. 5: Themes and Sub-Themes

	First Analysis Findings	**Second Analysis Findings**
Themes/ Subthemes	Sustainability Conception: Economic, social, environmental, holistic view	Availability of CSR within companies
	Importance of Sustainability: Source of foreign currency Create Job Opportunities Enhance Image Preserve Cultural and Natural Heritage Environment, People and Economy	

	Factors and Drivers of Sustainability Implementation: Education and Awareness Government Role Political Stability Organization's commitment Encouraging Investment Reducing Costs Training Reputation and Competition Environmental Protection	CSR Drivers: Voluntary Regulation Social pressure
	Barriers and Challenges to Sustainability: Regulations and Policies Government Role Lack of Money and Investment Lack of Awareness, Knowledge and Education Social Attitudes Lack of Effort No Supply Chain Collaboration	CSR Barriers: Lack of Commitment Lack of Coordination Lack of Trust Lack of Governmental Support Lack of Awareness Lack of resources
		Social Dimension: Charities and Donations Poverty Reduction Supporting Local Communities Preserving Cultural Heritage Preserving Natural Heritage

		Employees Customers
		Environmental Dimension: Water Consumption Energy Consumption Renewable Resources Waste Management Reduction of Climate Change Eco-friendly and Sustainable Materials Certification
		Economic Dimension: Economic Contribution Increasing Tourism Investment Increasing Employment Opportunity

Source: Author's Data

4.9. Limitations of The Research

During this study, the researcher identified some methodological limitations under the research methodology sections:

Limitation of the research approach: this research selected international companies from tour operators and hotels, as the focus of the study was on gathering the practitioners' knowledge of international standards of sustainability and CSR. Therefore, the views of non-international tour operators and hotels are missing. This is an area for further research.

This is an exploratory research based on qualitative method for understanding of sustainability in TSC and did not use any quantitative analysis. Therefore, it did not

measure the performance of any sustainability indicator identified within the TSC actors.

Limitation of sample size: this research chose interviews from a particular area, Cairo, the capital and where the main headquarters of international chains, ministries and the flag carrier are situated. The choice of the sample was based on the TSC in Egypt structure identified before and disregarding the 2nd tier suppliers of the TSC as they were not directly relevant for the study purposes.

Limitation of applying secondary research: sometimes, the research depends on secondary data from a private sector or a governmental body. In this study the researcher could not obtain data from the public and private sector, except what is already published, as it is confidential.

4.10. Chapter Summary

To summarise, this research is guided by interpretivist philosophical assumptions, an inductive methodology, and qualitative approach, as the study tries to explore the viewpoints of a diversity of TSC actors. This chapter has recognised the research methods that are appropriate for this study, explanation of the chosen qualitative methodologies to reach the aims and objectives of the research. The following chapters will present the key findings, execution of the methodology, the results, and their analysis in the form of discussion from the interviews.

CHAPTER FIVE

5. CHAPTER FIVE: ANALYSIS AND DISCUSSION OF SUSTAINABILITY IN THE TOURISM SUPPLY CHAIN IN EGYPT

This chapter first presents part A the findings from the semi-structured interviews (see chapter 4). It then analyses varied interpretations and current implementation of sustainability in TSCM in Cairo, Egypt to underline the challenges and barriers towards achieving sustainability in the TSCM. Lastly, it discusses the findings from the semi-structured interviews on sustainability conception within different stakeholders in TSC.

PART A FINDINGS

5.1. Sustainability Conception

Recently, as identified in the literature review, the terms sustainability and sustainable development started to attract more attention and circulation particularly since 1980s and after the journal of the 'World Conservation Strategy' (International Union for Conservation of Nature and Natural Resources, 1980) and 'Our Common Future' (World Commission on Environment and Development, 1987). The growing attention in sustainability reveals raising fears about main challenges and problems that face economies, environments, and societies on different scales. These concerns involve pressures from a growing population and urbanisation on rising pollution levels, climate change, the harm of natural habitats, consumption of natural resource and food supplies, and the scarceness of water resources in some areas around the world. Theoretically, the sustainability concept is being progressively seen as a possible resolution. Sustainability could be perceived as the goal or endpoint of a process called sustainable development (Diesendorf, 2000). A common definition of sustainable development is *"development that meets the needs of the present without compromising the ability of future generations to meet their own needs"* (World Commission on Environment and Development, 1987: 43).

However, in this research some of the interviewees defined the sustainability concept from different perspectives: from economic dimension, others from environmental dimension and from a social dimension only. The results indicate that the perception and understanding of the sustainability concept is still narrow and differs between researchers. The following section will show findings regarding the understanding of sustainability.

5.1.1. Economic Sustainability

Recently there has been more awareness and significance of sustainability. Nevertheless, there are few commitments which show that the understanding of sustainability is in general not fully understood.

In this research, the interviewees explained the concept of the sustainability from an economic dimension. The results suggest that the interviewee's conception for sustainability is still narrow and limited. Correspondingly, some of the interviewees mention the concept of sustainability from an economic and political perspective, that sustainability keeps going and continuing, and is stable to generate money. According to Grant *et al*. (2015) one of the sustainability viewpoints is the capability of being sustained, which emphasises the importance of the economic sustainability of the company and being able to generate money, "*green being the colour of money.*"

Table 5. 1: Responses of Understanding Sustainability Concept from Economic Point of View

Statement	***Responses***
Understanding Sustainability Conception from Economic Point of View	From hotels: *"To exist and to grow, and to develop to compete and stay forever. It is the ability to continue over long time without destroying or degrading it, moreover, to be able to keep selling in the future."* (H3); *"Sustainability is stable tourism flow, keep the flow going. We love Egypt, and we need to sustain this as this country and its people are beautiful."* (H5); *"To sustain tourism, you need to have stable and political safe background because one*

	of the major basics in our industry, we are very much dependent on international travelers. If travel is restricted or there is travel ban or travel advice, it immediately acts." (H1); *"Cannot define it, but maybe stability."* (H2). From tour operators: *"Being stable, having some restriction on tourist is not good. After revolution there was tourism ban to Egypt from Germany, America, and Russia, however now it returned to normal. Beach tourism, classical tourism for the monuments. The more demanded tourism is the beach tourism. We tried to encourage local tourism after that drop in international tourism. As tour operators' company we own the biggest transport fleet in Egypt. We have recent fleet dated from 2013 to 2017 model's limousine."* (TO3). From the government: *"The concept started before 2015, sustainability means tourism to be stable. At the same time the tourism economic impact touches the social income directly and indirectly. Probability of tourism to create job opportunities for the people."* (G2).

Source: Author's Data

In the previous quotes (Table 5. 1), stability for the tourism sector was mentioned as the interviewees understanding of the sustainability concept. In their opinion being stable is being sustainable; although this is limited to the conception of sustainability, it shows the one-dimensional thinking towards sustainability. At least one in each sector can define sustainability from an economic point of view only. The following quotations show the sustainability understanding from an economic perspective but from a different point of view, making fairer tourism and generating money for the economy.

"Sustainability of tourism is all about how things work and finding ways to change it adding to that making it better and fairer even in the vulnerability." (G3).

"For my understanding of sustainability is about creating something which is long lasting. Means that works forwards, sustainably, and on its own generates money and is integrated in the surrounding communities and the economy." (AT1).

The economic dimension is also to increase the market share by generating more demand from customers through improving company reputation, enhancing brand reputation, and generating marketing opportunities. (Xu & Gursoy, 2015). Few also explained the understanding of sustainability as a marketing tool, *"Sustainability is capability of marketing the country."* (G4). Defining sustainability as just a marketing tool has been discussed before in the literature. Van Dam and Apeldoorn (1996) defined sustainable marketing as, "*marketing within, and supportive of, sustainable economic development*.". However, this approach has been contradicted by Buhalis (2000) as it does not take into consideration other important factors equally, such as geographical characteristics, the socio-cultural characteristics of the destinations, environmental characteristics, and needs and limitations of each destination. Instead, it appears that there is pressure on the companies from the market towards implementing sustainability, of having more tourists with awareness who are willing to pay for a sustainable tourism service (Kastenholz, 2004). This reflects the concept of sustainability in some companies as a way to market the country as sustainable among tourists. In another words, tourism companies should intend to achieve sustainability not only as a concept if a destination is following sustainability principles (Dwyer, 2005; Dwyer *et al*., 2009). The following quote from the governmental body mentioned that sustainability is a powerful marketing tool and of mutual benefit for the companies and the community when implemented. *"Sustainability is a powerful marketing tool in tourism, moreover as we are actually doing something. So, it is a win-win state for the communities and the company."* (G1). This quotation provided views of the interviewees for sustainability, showing the need to act on ideas that can be sustained through marketing sustainability and development benefiting all members. Whereas efforts towards sustainability of TSC members tends to impact positively on the revenues, profits, and market share, the key to success is the collaboration between all stakeholders (Kuosmanen & Kuosmanen, 2009). On the

other hand, respondents also mentioned the environment, people or social factors in their definition to sustainability.

5.1.2. Environmental Sustainability

The term sustainability is not only about economic issues but also provides equal value to environmental and social aspects. The interviewees responded to the questions on the understanding of sustainability with comments on environmental awareness, efficient use of energy, sustaining energy, carbon footprints, going green, sustaining the environment, managing, or dealing with resources. It was predictable as Renukappa *et al*. (2012) claimed that more consideration is given to the environmental dimension of sustainability. Furthermore, within sustainable development definitions, the environmental aspects were highlighted as important principals given the second priority (Gagnon *et al*., 2009).

For example, one interviewee from the hospitality sector mentioned that *"Sustainability is a new term that has a lot to do with sustaining energy, having the business in line and side by side on this idea. Going on the same direction with this idea."* (H4). Another added, *"Sustainability means decreasing our negative impact on the environment. Consequently, we need to use energy in efficient way, fully utilise natural resources, and reducing our waste generated from the operation of the business to ensure a good environment that people can be in."* (H6). Moreover, they mentioned, *"Sustainability is also about environmental awareness as more and more international clients recognise brands; they do something for climate for common good companies that they are asking for carbon footprints as it is becoming more important."* (H1). One manager from the tour operators interviewed stated, *"It may be how to manage or dealing with resources."* (TO1) and another mentioned sustainability viewpoint in respect to having clean city. *"Tourism sustainability means to us cleanliness of the city."* (TO5).

The above conceptions match a set of definitions that are grounded on environmental principles which highlight conservation of natural resources and safeguarding the fragile ecosystems that life is based on. For example, Goodland's

(1995:10) definition of environmental sustainability is, "*the maintenance of natural capital it seeks to improve human welfare by preserving the sources of raw materials used for human needs and ensuring that the sinks for human waste are not exceeded to prevent harm to humans.*"

The above-mentioned definitions of sustainability from the participants highlighted sustaining energy and efficient use of resources, as well as reducing environmental impacts. This also matches the environmental aspects of sustainability. However, these conceptualisations lack the economic and social aspects of sustainability. Most of the earlier studies in tourism field gave attention to only one sustainability dimension, such as the environmental aspect involving green practices and environmental management (Rahman, Reynolds, & Svaren, 2012). That is illustrated by the statements of two managers from tour operating companies who associated sustainability with green mainly for the environment. "*I think it is also environmental 'being green' as the minister Hisham Zaazou wants Sharm el Sheikh to be green but not yet happened."* (TO4). Moreover, from the same sector, *"I can define it as the actions taken by the company that helps sustain the environment, and not just the environment but all helps in tourism, so as sustainability of going green, sustaining of small villages e.g., by sending tourist to Nubian village to visit, to purchase and by this it helps people there."* (TO2).

The above-mentioned understanding of the interviewees stressed the sustainability concept with relation to the usage of energy and environment. This assumed understanding representing sustainable development, likely to be stated. It was quite understandable that the environmental issues were highly emphasised, as it was claimed before by Zabihi *et al*., (2012) that the main ground for sustainability is based on decreasing damage to the environment and the use of energy. The environmental dimension of sustainability focuses on problems such as climate change, whereas consideration is raised towards the use of energy. The reason behind this is the pressure from environmentalist and governments which led to greater awareness in relation to environmental issues.

As stated by Zabihi *et al*. (2012), sustainability includes other aspects where it is developed to involve issues as such as reducing cost, resources, and social development. However, as claimed by Kleindorfer *et al*. (2005), the great importance attached to the environmental dimension of sustainability is a result of trying to enhance the bad reputation. This supported the comment from the government sector mentioning that environmental sustainability is used as a marketing tool. *"Sustainability is capability of marketing the country. However, if we leave the things exactly the same regarding preserving of resources that means that there will be no improvements."* (G4).

The next section discusses the social sustainability understanding of the concept which covers the social part towards sustainability of tourism and the role of tourism towards people.

5.1.3. Social Sustainability

The social development perception of sustainability is in line after the environmental dimension which remains a relatively new improvement (Dillard *et al*., 2008; Sharma and Ruud, 2003). The social dimension includes aspects regarding community issues, public health, social justice, skills, and education, working conditions, workplace safety, equal opportunity, human rights, and labour rights to name a few. The following quotation from the interviews displays the social aspects of sustainability taken into consideration. "*At the same time the tourism economic impact touches the social income directly and indirectly. Probability of tourism to create job opportunities for the people.*" (G2).

Others focused their understanding of sustainability regarding socio-cultural dimension on conserving cultures heritage for future generations. As mentioned from the hotel sector, "*It is hard to define sustainability, but I would say looking to the future and to make sure that things we are doing today does not affect or negatively affect the future. We need to improve things as the world is changing and not staying the same.*" (H8). There is further emphasis on the same view from the tour operator sector. "*Sustainability is about to encourage tourism and not to be damaged and ensure it*

lasts for the future generation. The importance of sustainability is in making the beauty of the country lasts forever. As we bring tourists to show them the charming and beauty of Egypt, so we need it to preserve it and give the communities something back." (TO6), and *"Tourism sustainability means ... and to give attention to cultural landmarks and cultural heritage, and we are waiting impatiently for tourism development projects."* (TO5). Moreover, another participant mentioned, *"Making sure that tourism continue, so we will not take something that is not replaceable or scarce. Our business goal is to be able to keep giving the same tourism experience that they have today and in the future. Surprisingly form the business point view there is no increase in companies practicing sustainability."* (TO7).

This clearly explains the ideas towards how the projects have had an ongoing effect upon the community and future generations besides the cultural heritage. This comes with what Porter and Kramer (2006) identified, whereas there are mutual benefits between the organization and the community that should be utilised to achieve a competitive advantage. However, there is lack of highlight concerning the social aspect, as Porter (1989) claimed that companies are not ready to deal with social problems. However, it's the governmental bodies and NGO's responsibilities.

5.1.4. Holistic Point of View

There were many discussions about the importance of sustainability from the view of conservation and preservation of the environment, and others mentioned it from social and economic dimensions. Only one participant noted that a balance is required and should be obtained. He mentioned, "*Being sustainable means to have equal relationship with people, environment and their economic activities, however most of businesses go for the environmental dimension, but I think there will be no point to have great environment where there is no awareness for people*." (H7). This participant added to the current weight given to the environmental dimension of sustainability comparing it to the neglect of social and economic elements, asserting a balance between the three dimensions in its simplest form. Sustainability is centred

with its three dimensions namely economic, social, and environmental or TBL of sustainability.

This section analysed the basis of understanding of the sustainability concept within different tourism actors, which led to the build-up for greater awareness in the next sections. It highlights the reasons for the importance of sustainability to the companies participating. In other words, why TSC actors should be encouraged to participate in sustainability within their business practices.

5.2. The Importance of Sustainability in The Tourism Sector

Although the understanding of sustainability was different between the participants, they all agreed on how crucially important sustainability is for the tourism sector and for the benefits of the supply chain actors in tourism. The reason behind its importance differs from one to another, but most linked it to economics. The interviewees claimed that the sustainability of tourism is important for these reasons: a source of foreign currency, job opportunities, preserving the natural and cultural heritage of tourism as it is an important sector in Egypt, for enhancing the image of tourism, and for environmental reasons.

5.2.1. Source of Foreign Currency

The economic benefits resulting from sustainability are an advantage for the whole tourism sector. Harrison (1988) claimed that economic change in the societies' structure should result in economic growth in tourism. The majority of the respondents agreed that the sustainability of tourism could be an outstanding addition to the economy, stressing the benefits gained from tourism as a source of foreign currency or income, besides enhancing and developing the economy. This can be understood from the following quotations which mirror each respondents' opinion that tourism is an alternate source of income, as shown in Table 5. 2.

Table 5. 2: Responses of Importance of Sustainability: Alternative Source of Income and Source of Foreign Currency

Statement	***Responses***
Importance Of Sustainability as Alternative Source of Income and Source of Foreign Currency	From hotels: "*It is very important factor especially for country like Egypt and city like Cairo, where tourism is a major sector into the economy and lots of people are living out of this sector. Therefore, in order to support this sectors' sustainability, sustainability is very important in this sector, and it should be motivated from a very high level. It is good that the ministry of tourism is trying to support, encourage and market it, because it is a major sector, and it is good for the economy.*" (H1); "*Very important, if we are talking about Egyptian tourism is the biggest part in the economy as it plays a major role in the economy of the country.*" (H5); "*Very important, the economy will be the primary beneficiary from promoting sustainability in tourism sector. By following the vision of how to get the most of tourism industry, as the economic benefits are many as creating job opportunities and increasing the revenues from this industry.*" (H8); "*Very important. It is a source of foreign currency.*" (H2); "*(…) Generating foreign currency to the country. (…) From the advantages of this sector also it can work and does not get too much time to benefit from this sector. Once you started and if there is a good season you can quickly generate lots of money and a lot of foreign currency, on the contrary to other investments in other business. Tourism gives high return on investment.*" (H3). From tour operators: "*It is important for the stability of the economy and foreign currency. As tourism earns 14% of the foreign currency entering Egypt for everyone one million tourists. Any of the services associated with tourism generate other industries, as transportation, food industries, shopping, and dinning. So more than 70 industries associated with tourism.*" (TO3); "*It is important as tourism has major advantage: almost less in hard currency (…)*

	and high turnover from tourist's dollar (multiplier effect of dollar is higher than effect participation in the taxes was 10% share of tax will be higher if tourism returned." (TO4); "*Enhancing tourism sector leads to another sectors activation. This will lead to moving the wheel of the economy of the city.*" (TO5). From the government: "*In my opinion the economy will benefit from tourism sustainability the most. This can be divided in to two parts, the first is internal expenditure for tourist and the second is economic recovery which is by providing jobs and attracting more investments.*" (G4).

Source: Author's Data

It is generally accepted that tourism is an efficient instrument for income generation throughout greater foreign investment, increasing economic activity, tax revenues and employment, which is supported in previous studies (Morakabati, 2012; Mansfeld and Winckler, 2004; Lansing and De Vries, 2007; Oh, 2005). Sustainability practices of supply chain members have an encouraging influence upon members' persistence and their profit (Molina-Azorin *et al*., 2009; Xu & Gursoy, 2015).

5.2.2. Create Job Opportunities for Local Community

The majority of the respondents believe that there are economic benefits from tourism sustainability and that people should take full advantage of this. It was argued that one of the economic advantages of tourism development in a destination is benefiting the local people (Sharpley, 2000). Relatedly, other researchers argued that tourism is one of the highest growing and effective economic sectors globally (Payne and Mervar, 2010). According to the respondents, sustainability of tourism is as important for offering job opportunities and reducing in unemployment, as benefiting the community and providing social advantages. Moreover, the participants also perceive the tourism sector as a long-standing source of generating employment for jobless locals, as mentioned in Table 5. 3. In the tourism sector, projects can be established to create job opportunities and increase the income level, with the help of tourism

resources that the country own, which can lead her to compete with similar countries. Some participants claim that tourism can support economic development and improvements in a direct or indirect way. The previous point of view can be comprehended from the following statements in next Table 5. 3.

Table 5. 3: Responses of Importance of Sustainability: Creating Job Opportunities to Support the Economy

Statement	***Responses***
Creating Job Opportunities as To Support the Economy	From hotels: "*Very important. (...) as job seekers can find jobs in the sector.*" (H2); "*Very important as for these reasons; absorbing from 4 to 5 million Egyptians working in this sector, it is important for employment.*" (H3); "*(...) Egyptian tourism is the biggest part in the economy as it plays a major role in the economy of the country including workforce.*" (H5); "*Very important. (...) By following the vision of how to get the most of tourism industry, as the economic benefits are many as creating job opportunities and increasing the revenues from this industry.*" (H8). From tour operators: *"It is important (...) and for every-one million tourists, it creates 200,000 employee's opportunities."* (TO3); *"important for employment as it is high density industry 15.7 international, 1.8 million directly, 2 million indirect employments feeding the industry."* (TO4). From the government: *"Needed intensively, it's a destiny as tourism must be sustainable. We consider any progress in any field that must have some direct impact on social benefits or community benefit, or it will be hassle."* (G2); *"Tourism is a service industry which is continuously employing a lot of people. Furthermore, this sector is labour intensive industry and there is increase in attracting local labourers to work in tourism. Definitely, being sustainable will help both the public sector beside the private sector to benefit from this*

	service industry more than often, consequently will return with benefits on labour sector and employment opportunities." (G3). From air transport: *"There is a huge unemployment in Cairo so if there is developing in the tourism sector sustainability and is seen as a future career, in my opinion this will attract a lot of job seekers plus will help in overcoming the unemployment problem."* (AT1).

Source: Author's Data

These quotations indicated that there is awareness of how the sustainability of tourism industry can create jobs for locals in the country for both private and public sectors, between the supply chain actors from accommodation, aviation transportation companies, public body, and tour operators, although, researchers suggested that the majority of tourism jobs are perceived as low paid and low skilled (Harrison, 1988; Sharpley, 2000; Walmsley, 2004). Wall and Mathieson (2006) assert that professional occupations for locals is sometimes restricted and generally favours expertise which lowers their employment opportunities. Consequently, tourism development needs consideration in Egypt, although it is generally known that tourism is a successful instrument for creating employment (Lansing and De Vries, 2007; Lacher and Oh, 2012; Oh, 2005).

5.2.3. Enhance Image

Enhancing the country's image was one of the reasons behind implementing sustainability, especially after the revolution of January 2011 and the different political positions that led to the decrease in tourism flow. The participants here thought that having sustainable tourism would enhance and improve the Egyptian tourism image around the world and help marketing more environmentally friendly tourism around the world as it trends. This is supported by previous studies which suggest that sustainability practices lead to attracting more consumers and enhancing the image and reputation of the tourism businesses (Chen & Chen, 2014; Han, Hsu, & Sheu, 2011; Xu & Gursoy, 2015).

This was clear from the participants comments from the hotel sector stating, *"(...) Enhancing the image of the country in the international market worldwide."* (H3). Moreover, from the same sector, *"It is very important because it is the future, because the awareness is the going on the business; however, people's awareness is going less and less. Sustainability is becoming a lifestyle fact of life. Sustainability is trending between business."* (H4). Even the tour operator sector agreed, *"To market the hotels sector more environmentally friendly according to tourism sustainability perspective."* (TO1) and *"Nowadays it is a worldwide trend, tourists from abroad are choosing companies that work sustainably."* (TO3). Also, the government sector highlighted that sustainability is for branding tourism and a way for enhancing image. *"It is a backup for brands, bridge of image gap and change negative image."* (G1). This point of view is supported by previous study, as mentioned by Bin & Lijuanb (2007) that the avoidance of negative public image, building a positive public image and becoming an environmental leader derive from motivation factors that constitute a driving force regarding sustainability performance. It is also supported by studies by Font *et al*. (2016) and Vrenegoor, de Jong & Cavagnaro (2020) claiming that sustainability behaviour and motive are largely derived from lifestyle.

5.2.4. Preserve Cultural and Natural Heritage

The importance of sustainability to the sector was mentioned, about preserving cultural and natural heritage. Since it is an important, rich and valuable resource for the country, sustainability can help to reserving such resource for future generations, while highlighting the spread of different cultures and sharing experiences between people. The following comments in Table 5. 4 explain the different views regarding preservation cultural and natural heritage.

Table 5. 4: Responses of Importance of Sustainability: Preserving Cultural and Natural Heritage

Statement	***Responses***
Preserving Cultural and Natural Heritage	From hotels: *"Sustainability is very important. Tourism is a very important resource for the country; implementing sustainability will lead to reserve the cultural and historical heritage of the city. Also leads to exchange with different cultures around the world. This is important for the spread of the culture of peace and love between the people around the world."* (H6). From tour operators: *"It is very important; although people do not understand very well the importance that sustainability of tourism has. If you look at the overall pollution situation in Egypt and not just air pollution but pollution in general, as noise, river, and water pollution. So, we must change this culture in the whole country as soon as possible as this gives unsustainable bed for tourists' choices or else it will be so hard to achieve it. Because young tourist checks for sustainability and green on the websites within their choices. New generation customers should be gained through this. Young people are more conscious about sustainability from older generations. It is important as for keeping your country going and preserving it. Country as Egypt is having richness in the natural and cultural resources, so it needs to be preserved."* (TO2); *"Sustainable tourism helps in maintaining tourism offers for the destination for future generations. I think it is also related to the visitors coming to experience and enjoy the place or destinations, so not to take anything away with them or destroy it or leave it in a state that other generations cannot enjoy later."* (TO6); *"Sustainability of tourism is not only important from the economic point of view but also from cultural, social and civilisational point of view. As tourism leads to merging and identifying other cultures and spreading the love and peace between people from all around the world."* (TO7).

Source: Author's Data

Most of the above-mentioned scripts mentioned the importance of the sustainability of tourism from the point of view of preserving culture and natural heritage which is logical since Egypt is well known for its culture and heritage from 7000 years ago. Without preserving these assets Egypt risks losing its uniqueness and competitive advantage.

5.2.5. Environment, People and Economy

Other participants felt importance of sustainability was not just one dimension, but necessary for the environment, people, and the economy, considering the three dimensions of sustainability. These were reflected in the following scripts from the hotel sector: *"Very important as we should try to create balance between the environment and people's needs while gaining more money. People and place are the only two things in the world and to let people live we need to generate economy. Consequently, we need to have them balanced to have a world with future."* (H7). The tour operator sector stated, *"It must be beneficial to the guests, the community and the environment. They must be helpful and supportive and if not, it will not happen."* (TO1). Another participant explained, *"Enhancing tourism sector leads to another sectors activation. This will lead to moving the wheel of the economy of the city and that will be a solution for several problems environmental, social, and economic."* (TO5). The previous comments showed that few participants agreed that sustainability is important for achieving the three pillars 'TBL' of sustainability, not regarding sustainability from one pillar only as in previous points. However, this does not mean that they have a comprehensive understanding of sustainability. Only H7 had a holistic understanding of sustainability, while TO1 only understood it from an environmental point of view and TO5 from environmental and social viewpoints.

Although most of the interviewees had a clue and could explain what sustainability meant to them, it was noted that some still struggled to define it and use the term itself, despite understanding the basic principles and its importance. This was clear when one of the interviewees said, *"Cannot define it,"* (H2), yet claimed that

sustainability was crucial to the sector because of foreign currency and more job opportunities. They mentioned that sustainability is, *"Very important. It is a source of foreign currency; job seekers can find jobs in the sector."* One of the interviewees stated, *"I have never understood it; it may be how to manage or deal with resources."* (TO1). Although knowing how important sustainability is to the marketing of the sector, they added; *"to market the hotels sector as more environmentally friendly tourism according to sustainability perspective."* (TO1).

In summary, the sustainability definition lacks clarity and precision, and it is hard to escape the assumption that sustainability commitment is just a simple universal phrase that covers large number of economic, social and environmental issues besides corporate agendas. However, the previous section showed that there are important reasons for sustainability implementation in tourism in Egypt. After understanding the conceptualisation of sustainability in the TSCM from different supply chain actors, a further investigation was required for a better understanding of sustainability in the TSC. It was essential to investigate the importance of each sustainability perspective for the participants, shown in the next section. The next part covers the sustainability criteria that is most important to the TSC actors.

5.3. Which Sustainability Pillar Is Important: Economic, Social or Environmental?

The previous sections explored the understanding and importance of sustainability to the sector and the reasons for its importance. However, it did not explore which sustainability pillar is more important to the TSC actors. The next part explores how TSC actors give attention to each sustainability pillar.

5.3.1. The Three Dimensions 'TBL'

According to the supply chain actors it was clear that all the sustainability criteria were important to them. Mostly all the respondents found that the three dimensions; economic, social, and environmental are important to achieve sustainability. Others added some political priorities as well as economic to the sustainability dimensions.

Some respondents gave more priority to the economic dimension than the others while others gave priority to the economic and environmental, and some gave more priority to the economic than the social.

However, sustainability dimensions being prioritised or not, they should all work in harmony and complimenting each other. Most of the respondents mentioned that all three sustainability pillars are important and should be achieved together in the following Table 5. 5.

Table 5. 5: Responses of Which Sustainability Pillar Is Important: The Three Dimensions 'TBL'

Statement	***Responses***
Which Sustainability Pillar Is Important?	From hotels: *"They are all important and should go in harmony together, because environmental without economical factor it will not stand and vice versa also. If we are just looking to the economy and not paying attention to the environment there will be spending more money to clean our water and air, so I think they should go hand in hand and in a balance.*" (H1); *"All of them: economic is priority, social is number two. Proper tourism will be good to the economy and any other thing to the economy will be good as well."* (H3); *"Definitely Environmental and economic will come first ever and even though we have social obligation but will come second."* (H4); *"The three of them. The economy, we talked about it as the biggest part in the Egyptian economy; The Environmental, as international companies are obliged to do something for the environment 'international obligation'. Protect the environment and have community works for the environment; The social, for offering working opportunities."* (H5). From tour operators: *"All of them are important. Economically, reduce cost and more efficiency. Environmentally choosing better environmental area, better market will attract clients; social, employees."* (TO1); *"All of them, from point of economy there are*

	young consumers aware of sustainability, so before choosing a company to travel with, they check if you have a sustainability program or not so if you have it that is a plus. Economic: cost reduction with reducing the CO_2 emission within your vehicles. Environmental: you live in a country that has so many to offer, you have beaches, Nile, desert, seas and so much richness that you have to take care of it and Egypt is a rich touristic country. Social: serving local communities." (TO2); *"All of them, sustainability must be integrated fully, but we are still far away."* (TO6). From the government: *"All of them need to work parallel. Economic: target to be increased yearly, through product development, new products, increasing tourism segments, strength the destination, and increasing tourists' nights. Environmental: work with private sector, to increase the quality of service, environment, hygiene, to increase the demand on restaurants, beaches and water clean according to the environmental standards. Social: it increases in the employment (developing in social and local community)."* (G1); *"All of them. These are the components of sustainability."* (G2). From air transport: *"All of them, the sector of air transportation is very strategic for the economic development in Egypt. Firstly, it is a key for the country's economic growth and integrating in the region with the world by supporting people movement and economic exchanges. Through this sector, Egypt can make the most of its strategic position of crossroads between Africa, Europe, and Asia. In Africa, Cairo International Airport (CAI) is the second largest airport. Secondly, this sector generates significant employment opportunities. This is due to the installation of large number of businesses near the airport platforms. Thirdly, this sector mainly supports the tourism sector and the main carrier for the forging tourists visiting Egypt. Almost*

	80% of tourists traffic comes through our airports and moreover tourism sums up half of the passenger international traffic at CAI." (AT1).

Source: Author's Data

The previous scripts show that the three pillars of sustainability are important, giving most weight to the economic dimension. Usually, the economic dimension of sustainability was the main focus of the businesses. Although, currently the social and environmental dimensions of sustainability had more incentives it is difficult to measure. Companies will have long-term economic benefits and a competitive advantage, by adopting sustainable activities and considering society and the environment (Panigrahi, Bahinipati & Jain, 2019; Carter and Rogers, 2008; Markley and Davis, 2007). Previous studies tried to pinpoint the causes of success of sustainability initiatives (Pagell & Wu, 2009; Panigrahi, Bahinipati, & Jain, 2019). Consequently, it was found that to achieve a sustainable supply chain the three sustainability practices should be considered simultaneously.

However, some of the participants mainly from the tour operators stated that the three pillars are important gave more weighting to the environment. This is due to the nature of tourism which depends mainly on the environment. The following comments support this idea. As mentioned, *"All of them are important but the most important is the environmental as tourism depends mainly on the environment, definitely we should preserve the environment. Tourism will not exist without clean and appealing environment. Consequently, there must be a good collaboration between the ministry of the environment and the ministry of tourism in this area."* (TO5). *"All of them. Giving attention to tourism will lead to concern for the environment; I mean it will consequently need to increase green areas and increase the cleanliness and beauty of the city."* (TO7).

Therefore, developing STSCM can create positive cycle of benefits, that obviously shows the advantages for companies spending in supply chain sustainability (Jayaraman, Klassen, & Linton, 2007; Xu & Gursoy, 2015). Sustainability

implementation not only supports the TSC from a financial standpoint, but also helps to improve social welfare and conserving natural resources, beneficial to sustainability improvement of the corporate and the entire local community and society (Xu & Gursoy, 2015). Consequently, considering the three pillars of sustainability all together is important to achieve the benefits of sustainability.

*5.3.2. **The Economic Dimension***

Few of the respondents choose only the economic dimension of sustainability as priority over the others, as it is important for covering cost and earning money besides being able to pay for salaries. The following scripts explains why the economic sustainability is more important than the other pillar. As mentioned, *"For us the first priority is economic we are industrial companies, and our aim is to earn money as we seek for profit to cover the costs of the company. We pay 11 million as monthly salaries and we're not funded from the government."* (TO3). *"Actually, in Egypt tourism should be the first source of income to improve the economy. Furthermore, tourism can generate considerable income, so flourishing this sector and making it sustainable will guarantee long life income. It needs to be for next generation therefore we need to put the basic steps towards sustainability and work on it."* (G3).

However, one interviewee ignored the environmental factor for achieving sustainability, prioritising economic and social elements. *"Political and economic, how to survive the industry perception of destination 'the perception of destination in the consumer mind'. Also, the social, digging into the effect of tourism on the society."* (TO4).

*5.3.3. **The Environmental Dimension***

Moreover, only one respondent from the government side gave the environmental dimension priority over the other two for tourism development. As mentioned, *"Egypt is going forward for developing tourism sector and consequently the environmental standards applied in other countries should be considered to have some guidance so as to reduce the bad effect of tourism."* (G4).

The above sections 5. 1 to 5. 3 have addressed the first research objective of the current study which is investigating the understanding and the perception of the sustainability concept. Consequently, it answered the first research question which is, "*What does sustainability mean in the field of TSC according to supply chain actors in Egypt?*" After investigating the understanding of the concept, we needed to investigate the factors or drivers that help in achieving sustainability. Additionally, what are the barriers that could be hindering the sustainability practise in the TSCM.

5.4. Factors and Drivers to Implement Sustainability within TSC Actors

The study shows that supply chain actors are knowledgeable about the importance of sustainability in the tourism sector and have a reasonable grasp of its meaning and whether it is achieved or not. This section explores the factors and drivers of different TSC actors to implement sustainability in their business. In this study there is a distinction between factors and drivers. Factors are the main elements needed for sustainability implementation, and drivers are the main motivators considered for implementing sustainability within their companies. Subsequently, we highlighted the factors that could help the companies to be sustainable from the TSC actors' point of view. Those factors were varied but mostly covered improving education and awareness, the government's role, political stability, and commitment of the organization. In addition, this study investigated the drivers the participants consider as motivation to implement or commit to sustainability in their business. These include reducing costs, encouraging investment, providing job opportunities and engaging local communities, reputation and competition, and environmental initiatives. These factors and drivers will be discussed in detail in the next section.

5.4.1. Improving The Education and Awareness

Almost all the participants highlighted the importance of education to improve sustainability awareness, and a main factor to achieve sustainability as mentioned below from different sectors within TSC (see Table 5. 6).

Table 5. 6: Responses of Factors and Drivers to Sustainability Implementation: Improving Awareness and Education

Statement	***Responses***
Factors and Drivers to Sustainability	From hotels: *"Environmental sustainability part is educational factor. Education of main board working on sustainable measures. Customer behaviour (if the customer is not part of it, it will not be effective) e.g., in Europe changing towels and sheets depend on customer need not on daily basis. Customer awareness is there, and education is there but in practice no, so we need education for staff and client, customer awareness is important."* (H1); *"Importance of Egyptian tourism product image to be improved to the mentality of people. Awareness of tourism sector, 4 million to the sector 1008000 direct, and 2008000 indirect, different sectors serving tourism so there should be awareness in the society for the importance of tourists. There are 70 to 80 industries serving the tourism sector, so there should be community awareness on the importance of the tourism sector. Social awareness, product as hotels should have more highlight and care of international standards, safety and hygiene wise."* (H3); *"Awareness, if we manage to create awareness that sustainability does not harm the business, in fact it guarantees continuation."* (H4). From tour operators: *"It is a culture wise, to introduce it into the culture of the company and the people within tourism sector. It should be implicit in the culture of the company, through people; you should have a leader to make sustainability to be imbedded in the company."* (TO2); *"It could be achievable by communicating, talking to the public and make sure that employees have awareness of sustainability."* (TO6). From the government: *"Awareness and knowledge are the most important factors for sustainability. As you need them to make it*

	work and to see what is actually needed. The awareness originates as being updated with changes in the tourism industry." (G3).

Source: Author's Data

The previous quotes show the importance of individuals' and tourists' awareness of sustainability and education as the main factor for increasing it. One of the interviewees from the hospitality sector mentioned that tourism education should preferably begin from school level to train the next generations about the importance of tourism and sustainability, besides the benefits gained from this industry. This may lead to good foundation in facilitating an attitude change of the local community, as well as increasing a sense of awareness of how important and beneficial the tourism industry is. Chan (2008) claimed that people in Western countries learn about environmental issues at an earlier age, and there is a much higher environmental awareness in comparison to Eastern countries. The findings also highlighted the same views from the hotel sector. *"The area of sustainability is very essential and should be taught in the schools, particularly the in the field of tourism owing to the weight of the tourism sector in moving the wheel of the economy and its connection with the other sectors."* (H6). In addition, they stated, *"I think we should have a better education level for those who work in hospitality and tourism, adding to that offering more sustainability courses for the staff in the tourism sector overall."* (H8).

Training staff about sustainability matters would be a successful method to implement sustainability in business. It allows culture to be thoroughly embedded, permitting staff to be well-known with sustainability initiatives as seen in the quotes. Strategic Direction (2012) stated that this is recognised as the most essential way to achieve internal changes. Together, training and education of sustainability issues are also fundamental. Brody and Ryu (2006) asserted that the effect of graduates' education standard is seen to substantially raise the levels of sustainable behaviour among students. This is demonstrated in quotes by tour operators. *"It is important to present sustainability as a subject in the curriculums to make sure that staff develop a basic information and to create awareness of its benefits to the industry."* (TO5). They insist on the importance of education in the early stages for better awareness of the

culture of tourism. *"The culture of tourism as long as the sustainable environment must be taught in the early stages of education. This will create generations that knows the importance of tourism and know how to deal with it."* (TO6).

All the previous comments emphasised that tourism education should be taught at school level, to train the next generations the concepts of tourism, such as sustainability, ecotourism, and the benefits of being employed in the tourism industry. This crucial factor is the foundation towards achieving sustainability. Previous comments from different actors (hotels, tour operators and government) claimed that creating awareness and communicating to public in relation to sustainability would guarantee continuation.

5.4.2. Better Government Role

The respondents believe primarily that sustainability of tourism cannot survive without strong governmental support. *"For achieving sustainability, we need these things to be done; sustainability needs to be at a strategic level; we need to operate sustainably i.e., to put into consideration the environmental issues and at same time trying to increase the social and economic benefits which is done in practice and in my opinion, it is a governmental role, and it needs to have a better role in that part."* (H6). Another from the hotel sector confirmed the role of the government to give greater attention to tourism. *"Cairo has a lot of varied tourism resources, but they need better attention by the government, where there is low maintenance, no guard of archaeological areas where you can find people breaking down pieces form the pyramid and selling it to the tourists or even it happens from the tourists themselves."* (H8).

According to the participants, the government should encourage and initiate sustainability practices, to motivate and encourage tourism companies like hotels and tour operators to perform actively towards sustainability. Moreover, the government support, which is still lacking, should be through actions, policies. This was clear in the participants comments that shows the lack of policies that encourage sustainability. "*The government also must develop policies that encourage sustainability investment in the tourism sector; this is due to the comparative advantage that Egypt has from*

tourism as a main resource of income." (TO6). Moreover, mentioning the need for laws that encourage investment. *"The government should pass laws that encourage sustainability and investment, in addition to give more licenses for touristic service projects that absorb more labour."* (TO7). Highlighting the governmental role in keeping the environment and the society safe, one respondent stated, *"The ministry must take all the essential actions for the safety of the environment and the society."* (G4).

The above-mentioned point of views of the participants clearly indicate that government regulation and legislation are important drivers for implementing sustainability initiatives. The quotes highlight that the use of governmental legislation is the only effective method and one of the most certain and quickest to implement changes.

5.4.3. Political Stability and Safety

From the aforementioned factors that helps in achieving sustainability, is the stability of the government and the political environment of the country. Sustainability could not be achieved without the stability of the country, political situation, safety, and security. The hotel sector stated, *"Stability of government, if there is no stability so there will be no sustainability."* (H2); *"To sustain tourism, we need to sustain the current political safe atmosphere environment."* (H1); *"Instability in the Middle East. Extremist thinking everywhere having a bad effect on tourism."* (H3). The tour operator shared the point of view. *"To have controllable factors basically in safety and security that will enhance image protection of destination in a positive way and will better position the country."* (TO4).

That was clear as after the 2011 revolution all the tourism was affected by the political stance. Some countries took opposing political sides to stop sending tourists to Egypt under the umbrella of safety which was not true. The following quotation shows how the political situation affects the flow of tourism in Egypt, *"The tourism sector became controlled by the political views. As the countries bans from UK for Egypt with minor incidents compared to other country as Tunisia with major incident*

and people being killed and no travel ban incurred. But I guess after the economic and security stability, happening now the tourism will return to normal. It is important for the stability of the economy." (TO3).

The previous comments showed that stability is an important factor to achieve sustainability especially maintaining a safe environment which is essential for tourism practices and tourists.

5.4.4. Commitment of The Organisation

Few of the interviewees mentioned that commitment of leadership is a possible driver and factor for implementing sustainability initiatives in their corporate. Quotations linked to this driver are perceived as the management commitment which is followed by members of the company. This incorporates the motivation and the obligation of the organisation to achieve sustainability and its inclusion in the company's policies, philosophy, and the livelihoods. As participants from the hotel sector explained, *"First depends on the willingness of institute or hotel itself to be willing actively to participate in any environmental issue because unfortunately this attached to strain of money. It costs money to be sustainable."* (H1). Another participant from the same sector clarified the importance of commitment to sustainability saying, *"Efforts and commitment of efforts from the management. It needs to be in everybody's mind; this is how sustainability can be achieved by looking forward to the future and the next generations."* (H5).

Furthermore, another participant from the air transport sector insisted that the company's commitment to sustainability should be at the heart and the philosophy of the company, as well as explaining the role of restructuring and focusing on new sustainability policies and investments. He mentioned: *"We need to push this excessively; it needs to be done all the time as it became to be finger pointing process in all business. Sustainability should be in the company's philosophy and should come naturally. We are aiming to create and maintain sustainable livelihoods and to directly contribute to the society. As part of the company's commitment, a committee dedicated for integrating sustainability in each operation and activity of the company was*

created to be able manage the impact responsibly. So as to green the economy, it is important to restructure and refocus our policies and investments. There is a need to spend more towards green transportation, green buildings, water services, waste management, renewable energies, and sustainable agriculture and forest." (AT1).

The above quote expresses a sense of personal obligation from the participant in pushing and encouraging sustainable initiatives. This allows better alignment within the company's environment to balance sustainability detailed by Porter (1991). It is expected that the outcomes of the management commitment assist in supporting the company reach its sustainability goals.

The following script indicated that the continuous efforts and commitment can help to achieve sustainability. According to this participant, sustainability is something which is perceived to be unachievable as there is no finite completion of sustainability, and there are endless criteria to follow. However, it needs to keep there should be a constant attempt to change the way of doing the business to improve it. This also shows that commitment of efforts is essential to achieve sustainability even if it is unachievable from his point of view. *"Still, the concept of sustainability is not something which is supposed to be achievable. Sustainability is not about something to be achieved but it is about the way you are changing in doing the business for the best result in the future. Even if it is not achievable, that does not mean we stop trying. Eventually, even if we did not achieve it, keep trying will end up in better place. So that's why we should keep trying whether we can achieve or not."* (H7).

5.4.5. <u>Encouraging Investment</u>

It is noteworthy that some of the respondents saw that money is required to achieve sustainability, thereby increasing investments, and looking for financial resources. This should motivate companies to implement sustainability in better way. As discussed before, sustainability needs significant financial funds and investment. It was also clear that the participants agree that there should be investment in sustainability activities and monitoring tools. *"Awareness, resources and monitoring*

'constant monitoring'. (...). Also finding resources to support sustainability activities and the means and the tools to monitor that." (H4).

Also stated by the interviewees was the need of investment to train and educate employees for sustainability. If there were a change towards sustainability it should be accompanied by investment in infrastructure, which would necessitate new resorts, hotels, and transportation infrastructure on a contemporary sustainable basis. The next comment explained that there was investment in one village infrastructure to change its hotels from 4 to 5 stars hotels. *"With maintenance and investment specially in low time, training the employees, investment in infrastructure in hotels. We made joint venture with Wadi-Degla to convert the village from four to five-star hotel."* (TO3).

*5.4.6. **Reducing Costs***

The findings in this study emphasised the importance of efficient use of resources and cost reduction as a result of sustainability implementation. As cited, assurance is required that the driver of implementing sustainable tourism is cost reduction and efficiency. *"Sustainability is important as economically; it reduces costs and is more efficient."* (TO1). Moreover, another participant stated sustainability practices lead to cost reduction. *"Cost reduction with reducing the CO_2 emission within your vehicles."* (TO2). The government sector commented on the resource efficiency and cost savings. *"Resource efficiency initiatives implementation as programmes for waste recycling will influence material cost savings."* (G4).

The previous views of the interviewee suggest that companies can experience cost savings through different sustainability programs, so that efforts to newly developed environmental initiatives and green processes or technologies can improve cost savings. Nevertheless, the continued rise in fossil fuels and the necessity of reducing carbon emissions will forever be a threat facing the companies which can lead to implementing sustainability initiatives.

5.4.7. Providing Training, Job Opportunities and Engaging Local Community

Development of staff and providing suitable training and a working environment is an important driver to achieve sustainability in tourism. *"We need many measures to develop the tourism industry and also related to several dimensions. Theses dimensions such as high quality of training programs and programmers so as to have qualified trainers, those who are working efficiently and are developing in this sector. Moreover, this will assist in developing the staff who works in the tourism industry, in addition attracting people to work and learn about working in this sector."* (G3). Also said, *"…developing in quality of food and service as there is problems in them, beside development of staff and the understanding of tourists' culture and differences."* (H3).

They state that creating job opportunities and helping the local community is important. *"Creating job opportunities and engaging local people in tourism activities, the ability to create MSMEs (Micro Small Medium Enterprises) job opportunities."* (G2). The participants in this study showed that engaging local community and development of staff are positive drivers in favour of sustainability of TSC.

5.4.8. Reputation and Competition

Adding to the above drivers, some stated that sustainability could be achieved through competing with the international market, besides having strong marketing and advertising. Several companies are progressively strengthening their commitment to sustainability to be differentiated from their competitors, in addition to enhancing their brand image and reputation, a competitive advantage in international market. For example, one of the interviewees noted that: *"Implementing various sustainability initiatives is important to enhance reputation compared to around the world"* (H1).

Others added and highlighted the significance of competition and good marketing of the tourism product. *"In Egypt the tourism products are many, assorted and very important around the world, but they need good marketing programs, and sustainable accommodation in order to compete."* (TO1). The government sector

explained that through sustainability the business could compete with international markets. *"This will be achieved by good advertising and competing with international market to increase tourism and tourism market share."* (G1).

Recently, the sustainability concept has moved up to higher agendas and the number of companies growing and admitting sustainability as one of the initial drivers of competition. As an important source of opportunity for competition, as well as risk to longstanding competitive, Carroll and Buchholtz (2012) suggest that, *"sustainability has become one of business' most recent and urgent mandates."* Thus, if the company effectively implemented sustainability initiatives, it should be rewarded. This can help to improve the reputation and competitiveness over rivals. On the contrary if there are no sustainability strategies or policies, the competitive advantage will be lost. Therefore, the findings of this study identified enhancing reputation and competition as a driver to implementing and achieving sustainability.

5.4.9. Resources and Environmental Protection Driver

Some of the drivers to sustainability implementation were seen to give more attention and care to the resources and the environment. Achieving sustainability should not negatively affect society or the environment but be a driver to enhance sustainability.

Table 5. 7: Responses of Factors and Drivers to Sustainability Implementation: Resources and Environmental Protection

Statement	***Responses***
Drivers to Sustainability Implementation	*"To achieve sustainability, you need to make sure that what you do would not affect other people and the environment."* (H8); *"We need market research to give attention to restricted resources, relative sustainability."* (TO4); *"I think there should be more attention to rubbish and try to remove it away from the tourists' destinations and following modern technologies in waste disposal and proper recycling."* (TO5); *"There is limitation of resources."* (H4); *"We must concentrate on preserving the ecological balance and focus on the limited*

	resources so that to maintain the tourism sustainability of the city." (G4); *"Basically, the key which every hotel or big institute should look at is its resources. So, what are these resources: water, heat, light, power and of course chemicals used in our laundries. Another big factor is food wastes to be recycled or reused as fertilizers or to go to the environment."* (H1); *"(...) Whereas sustainability leads to the reasonable use of resources, pollution reduction in its different forms, leads to more green and protected areas, and improves the infrastructure."* (H6).

Source: Author's Data

The previous comments in Table 5. 7 show the responsibility towards the environment and the importance of resources in tourism as a driver to encourage practising sustainability. The participants in this study from different supply chain actors explained the urge of sustainability for an improved living environment. There are also limited resources that need to be considered as important factor to encourage sustainability implementation especially in tourism sector.

There were environmental threats according to few stakeholders regarding pollution, wastes and sacristy of the resources, as stated in the interviewee comments. These issues are drivers for the implementation of sustainability, especially when it was mentioned that there is lack of basic environmental standards that have a negative impact on tourism. For this reason, sustainability development is important to overcome these threats. As explained by interviewee from the hotel sector, *"Egypt is very bad environmental country and this cause big threat. There is Nile River pollution. There is negative impact, as basic environmental standards are not considered."* (H3).

Furthermore, after discussing the factors and drivers in the previous section, it was essential to further discuss the barriers from the participants' viewpoint. The next section explores more of these barriers to better understand why sustainability is not

achieved and the reasons behind it, what hinders the implementation of sustainability in TSC in Egypt.

5.5. Barriers and Challenges to Sustainability

This section presents the key barriers that challenges the TSC actors in implementing sustainability in Egypt. It is evident that legislation and regulations are the most important barrier for the tourism sector. This is followed by number of barriers as absence of government role; lack of money, investment, and economic instability; social attitude issues; lack of knowledge and education; lack of efforts towards understanding sustainability and associate training; and absence of supply chain collaboration. In the following sub-sections (5.5.1 to 5.5.7) each of these challenges are reviewed in detail.

5.5.1. Regulations and Policies Towards Sustainability and Its Effect

The major barrier identified in this study is the governmental role and the policies towards sustainability which are not effective. This was clear from the interviewee quotes about the regulation and policies towards sustainability and its effect. The following views from the hotel sectors ensure this point of view. *"The problem in Egypt towards sustainability implementation is legislation"* (H4). From the same sector, *"The policy implementation is key for the process of sustainability policy making. As weak or no implementation of the policy means that it is waste of resources and time. Also waste for the efforts of expertise formulating such policies. Consequently, there will be delay in solving any problem."* (H8).

They mentioned the importance of an effective governmental role towards the enforcement of regulation and the continuous monitoring and checking of effective implementation which is an issue. *"As I said before to achieve sustainability it needs to have better and effective governmental role in enforcing policies and monitoring it, so I think this is the main issue. Even if there are some policies there are not any monitoring or checking to the application of them and putting some penalties for non-application."* (H6). Regarding weak governmental support, *"Government not helping*

this is the main issue. I think the main issue that the company faces that any sustainability plan you should do it by your own. All sustainability programs or initiatives do it all by yourself "voluntarily" with no support from the government. Me as a company I can tell the employees to do some initiatives, but you cannot enforce it on other companies or sectors, so you do not have this support from the government." (TO2). They added, *"The government is not supporting, prices of energy as water, electricity and fuel have increased. Also, insurance and taxes are not deducted as there were a recession period, however the government only postponed it, but the interest rate increased on insurance from 80 million to 250 million."* (TO3). In addition to the cited comments about the governmental role, there is an absence of the mechanism or framework to implement sustainability policies and strategies. A participant from the government agreed that the implementation of research and projects is still missing, *"(...) The government does the research with NGOs but does not implement and use the results properly. So, sustainability is not just researching and paying but to conduct as well."* (G2). The following participant from the air transport sector explained that strategies need to be turned into successful actions requiring governmental mechanism. *"Raising awareness of sustainability among both the company and the governmental departments. There is lack of enforcement and the implementation between the public institutions and there is a need to successfully turn strategies and plans into action with clear target and benchmark. There is lack in governmental mechanism to ensure the participation of different stakeholders including private sector, civil society, and associations in the process of formulating strategies and policies in general. There is also lack of a legislative framework which encourage using the renewable energy and efficiency measurement."* (AT1). These comments show that there is a weakness in formulating and enforcing regulations in the sector. There is neither effectiveness in implementation of sustainability nor support for the initiatives through regulations. Having a legislative framework could help achieve the policies and laws for sustainability, but it is still missing.

The participants argued that there is a lack of clear vision or plan about where tourism should be in the next few years, with no measurement to achieve the plans. As mentioned by a tour operator, *"Interest rate is very high and there is no help*

whatsoever from the government. There is no vision for the country and no serious measurements." (TO4). This led to an ineffective improvement in tourism, yet Egypt's exceptional tourism product could put her in a strong position with greater revenues in the sector. Building on the same viewpoint, the following comment shows that the government needs to give more attention to the sector to improve. *"In Egypt there are many tourism resources and exceptional tourism offer, however there were no improvement over the last period as there were decrease in the number of tourists which is improved now. Consequently, if the government gave more attention to tourism and sustainability of tourism that could boom tourism revenues."* (TO5).

The above-mentioned scripts showed that regulation and the government role is the main barrier towards sustainability. There is no prioritisation for the tourism sector to stimulate development. Although there is a sustainability plan available through the SD (Sustainable Development) vision 2030, no attention has been given to the sector and there is a lack of procedure facilitation. There is no interest in investing in tourism stated by participants from the government sector. *"We tried to stimulate development in the sector, however the main issue we face is the strategy problem. There is lack of interest in investing in tourism from the ministry, as it is not within the top priorities, however there is a sustainability plan. The ministry is concerned in increasing tourism and make it recover, which caused emergence of many of the problems of economic, social and environmental."* (G4).

As regulations and the governmental role towards sustainability was not supportive, this study investigated further whether the regulations would consider sustainability. Moreover, if there are sustainability regulations, would they assist in achieving sustainability in the tourism sector? This needed to be discussed to understand more about the role of regulations towards sustainability and understanding the participants opinion about sustainability.

Opinions were divided between different supply chain actors; some mentioned that regulation is considering sustainability and others mentioned the opposite. Most of the views agreed about the lack of a regulatory role in achieving and implementing

sustainability. Firstly, the views provided claimed that regulations do not consider sustainability and do not support tourism sustainability, but if it is available, it can definitely help in achieving sustainability. *"No regulations. Just the environmental part regarding sea. However, if there is regulation it will assist sustainability."* (TO1). Furthermore, mentioning that there is no efficient application to laws and regulations supports the same point of view. *"Regulations do not consider sustainability, there is lack in this part. It is enforced, but whatever is there is not enough. The issue is that there is no single department, which monitor all these activities, although there are many different official departments. These official departments need to go together so there could be efficiency. Adding to that NGOs concerned have no or little part. There is no efficiency."* (H4). *"The laws relating to tourism sustainability failed to be applied effectively."* (G4). Many participants agreed that *"Regulations do not consider the sustainability of tourism and not enforced on the sector."* (H7, G1). These participants advocated the role of government in sustainability implementation.

Besides the inefficient laws, there is also non prioritisation of sustainability regulations within the government. This was clear from the statement of a tour operator. *"In my opinion there are more priorities for the government than regulating sustainability of tourism. In the parliament you will not find any member adopting this issue as for other higher priority issues as in health and education."* (TO6). They felt discouraged, *"Disappointedly the ministry is facing many challenges to achieve sustainability and even there is a vision to develop tourism industry it is not implemented properly. Furthermore, currently it seems that the government has other priorities than tourism. Also, taxes increase suddenly without prior notice, and it should not be like that as we have to know in advance. There is no credibility (the government should believe in me)."* (TO4). This contradicts a previous study by Abdou, Hassan & El Dief (2020) who argued that government should consider incentives such as reducing government taxes to support companies to commit to sustainability.

Some of the respondents stated that there are regulations considering sustainability, but these are not effective and do not assist its implementation, since

the reason behind this is the lack of monitoring and follow up. *"Regulations consider the sustainability of tourism and enforced on the sector but there is no monitoring. As I said before to achieve sustainability it needs to have better and effective governmental role in enforcing policies and monitoring it, so I think that is the main issue. Even if there are some policies there are not any monitoring or checking to the application of it and putting some penalties for non-application."* (H6). There were comments supporting the same view of inefficient monitoring and follow up. *"Honestly, I do not know. Paper wise there are policies that you have to follow but nobody follows up. There is regulation but not enforced." (TO2). There were further* views on the weak enforcement of the available rules and regulations. *"Regulations consider the sustainability of tourism but not enforced on the sector."* (TO7).

Some added that there is no flexibility in regulation, so it is a reason to hold back implementation. *"There are regulations, but in order to build tourism, you have to be flexible. We do not put laws to decrease visitors, as in visas, sea restriction and no facilities. However, regulation hold back sustainability."* (H2).

On the contrary, there were positive opinions about the availability of regulations apart from the ones stated above. These opinions emphasised that there are regulations towards sustainability and help in achieving it. From the hotel sector, *"There are regulations, through manuals and guidelines yearly sent form the government and it has almost the same vision and focusing on different issue every year. We try as much as we can to be participative positive to sustainability actions and development and also as a marketing tool for your company among international markets."* (H3). Supporting views pointed out, *"It depends on what you mean by tourism policy. When you say tourism policy I think about the rules and the regulations that out frames our way we do our business whether with our clients or with the official departments or the ministry of tourism that controls our business. These set of rules and regulation are there and updated it also includes security issues. It is not a law but rules and regulations that controls or defines how to do our business, is there yes."* (H8) From a tour operator, *"There is law no. 2003/91 and 'NN' which is hotels appraisal."* (TO3). One interviewee commented on the role of the minister in solving

issues and being involved with the tourism companies, *"If there is an issue sometimes the minister himself is very much involved and does react to complaints."* (H1).

Surprisingly this study found that there are other neutral opinions on whether the regulation would be helpful or not. These respondents claimed that it was neutral and indifferent regarding availability of regulations or not, enforced or not, but it was clear that they could not determine how effective they were to sustainability. The following Table 5. 8 shows the participants their views about regulations.

Table 5. 8: Responses of The Effect of Legislation and Regulations Towards Sustainability Implementation

Statement	***Responses***
Legislation and Regulations Towards Sustainability and Its Effect Is Neutral	From hotels: *"There are regulations but cannot answer if it assists or not."* (H1); *"Regulation is neutral. Regulations are not a law, it is just regulation, so it does not have the power of law. Regulation is not law, so it barely affects anything. There are many rules for how to do the business but not necessary regarding sustainability and within this sense."* (H4); *"Regulation is neutral; I cannot say whether it affects or not."* (H7). From tour operators: *"Regulations are neutral indifferent, by law you should preserve the marine life and corals in the Red Sea, but no control unless it's a preserved area as in 'Ras Mohamed'. In general, does not assist."* (TO2); *"Regulations is neither assisting nor holding back."* (TO6). From the government: *"I cannot say if it assists or not as there is no regulation. As example when we contract with private sector, we think how to put some commitment on the investor to establish community services in parallel to his business. Like everyone is committed to establish small new hospitals, or schools or police station, and it need to be in his priority in his business."* (G2).

Source: Author's Data

Notwithstanding the previous neutral views, the importance of regulation to sustainability has not changed. The results showed that the government regulations have an important role in development and consideration of new projects relevant to sustainability, which leads to infrastructure development as mentioned by the interviewee (H6). There was agreement by the following participants from different sectors. *"Regulations consider the sustainability of tourism, enforced on the sector and assist in achieving sustainability."* (H5, TO5, G1, G3); *"Regulations assist in sustainability."* (TO7); *"If there is regulation it will definitely assist sustainability in the sector."* (TO1, G4). Respondents from all supply chain actors even the governmental bodies urged the need for legislation and regulation that support sustainability in tourism industry as in other sectors. Generally, any sector must have legislative support to guide development activity. The participants noted that even if there are regulations and policies, there is a lack of governmental means to implement them. It was agreed that there is no legislative framework in Egypt influences sustainability implementation.

5.5.2. Government Role Towards The Environment

This study showed that there are other issues regarding the governmental policies and regulation related to the environment. These are problems and issues related to the environmental dimension of sustainability. For example: there is no enforcement for the use of renewable sources of energy for the tourism sector from the government; there are no regulations implemented related to the environmental impact of tourism operations especially to pollution and waste; and there are no regulations implemented to reduce climate change. These were pointed out by the participants regarding environmental sustainability and the government role towards the enforcement of policies and regulations. *"As I said before to achieve sustainability it needs to have better and effective governmental role in enforcing policies and monitoring it, so I think that is the main issue. Even if there are some policies there are not any monitoring or checking to the application of it and putting some penalties for non-application."* (H6); *"However as said before there is also lack of a legislative framework which encourage using the renewable energy and efficiency*

measurement." (AT1); and, *"The government is not supporting, prices of energy as water, electricity and fuel have increased."* (TO3). There is a particular urgency to take good care and give attention to the tourism resources of the country. *"Cairo has a lot of varied tourism resources, but they need better attention by the government, where there is low maintenance, no guard of archaeological areas where you can find people break off pieces form the pyramid and selling them to tourists or even tourists themselves causing damage."* (H8). These viewpoints expose the inefficiency of the governmental role in enforcing and monitoring environmental policies.

There were also views regarding the reduction of pollution and waste stating that it should start from home and be enforced from the government. "*In order to be sustainable, it needs to start from home then mainly the government need to enforce it, as they have the means to change it and they are the powerful body."* (TO7). There should be greater attention from the government towards the sector for pollution and wastes. As mentioned, "*I hope that tourism is recognised as priority sector to the country. This is the only sector that will get the economy from down to up quickly."* (TO1).

Furthermore, few participants agreed that the only efforts regarding the pollution and wastes was through garbage handling and recycling programs and still not well enforced. *"Yet not well enforced, but there are rules and regulation for handling garbage in proper manner, recycling and segregation."* (H4). Adding further, from another participant of the same sector, confirming the same viewpoint mentioning, *"only through recycling program."* (H5). This shows that there are limited efforts towards environmentally sustainable practices.

Adding to that there is no regulation towards pollution. The following participant explained the threat of pollution and the basic environmental standards towards pollution control is still missing. As mentioned, *"Egypt is very bad environmental country and this cause big threat. There is Nile River pollution. There is negative impact, as basic environmental standards are not considered."* (H3). What is more is that there are no efforts regarding reducing the climate change in Cairo as

mentioned, *"in Cairo not applicable."* (H5). This means that there is lower attention given in Cairo than other cities.

On the contrary, only those from the government side agreed that there is enforcement for the use of renewable sources of energy in the tourism sector. *"Water desalination unit, wind plants of electricity. From year 1994 there are triple treatment unit of sewage waste."* (G4). Another participant confirmed that there is new infrastructure, *"Through a new infrastructure."* (G1). Furthermore, only the government side confirmed that there are regulations implemented relating to the environmental impact of tourism operations especially for pollution and waste. *"There is penalty in millions of pounds according to law no.4 for environment. This law may have people prisoned if the made damage uncured as destroying coral reefs due to anchors specially in touristic cruise and it is really enforced. This law is supported from the UN environment program."* (G4). Also, there are regulations implemented to reduce climate change. *"Yes sure, project called climate change for Jeff of Red Sea, how to maintain regional region of marine biodiversity, EEAA Egyptian Environmental Affairs Agency. Tourism and climate change, recycling (solid waste) with low emission, we trained local how to make recycling so not randomly burn it and that will increase the* CO_2 *in the air. How to separate wastes from the origin. So, we aware the residents about separation from home and to put plastic wastes away of other wastes. Also, there were a project for plastic bags removal from beach. Plantation of coral reefs as it takes 50 years to grow. Awareness from plastic, beach cleaning with the UNDD."* (G4). These views of the government sector show that regulation is more effective and implemented in the cities with sea tourism like the Red Sea. This also explains that only the government sector sees that there is regulation and enforcement of rules and regulations, but the other supply chain actors disagree with this. This explains that the government makes rules and regulation but does not enforce or monitor their application. Furthermore, this also highlights the need for legislative framework towards enforcement and monitoring of sustainability, beside the coordination between all TSC actors.

In line with the previous comment, only one participant from the air transport sector revealed that the government regulations play an important role in development and with new consideration for the latest projects relevant to sustainability resulting in infrastructure development according to the environmental protection. *"There is a requirement by the Egyptian law that any new project must fulfil and comply with all aspects relevant to the environmental dimension which could be affected by activities. The overall framework for environmental protection is set by law 4/1994 and its executive regulations. Accordingly, EIA is prepared with the project license application. The law divides projects into three categories which are A, B & C list projects. Then according to the Egyptian Environmental Affairs Agency (EEAA), the project EIA is submitted for approval to the ministry of Civil Aviation which is the competent administrative authority."* (AT1). However, according to the participants from the other sectors it is not implemented. This also confirms that there is different implication of regulations. In addition, there is a missing link between the government and the other sectors with no coordination between different sectors within the TSC. This also sheds light on another barrier which is the lack of collaboration between TSC actors in tourism industry, illustrated in detail in section 5.5.7.

5.5.3. Lack of Financial Resources and Economic Instability

One of the main reasons that hinders sustainability implementation, that most of the respondents agreed on, was lack of money and investment in sustainability, which needs huge amount of money to support its initiatives. As many claimed, there are more sustainability initiatives when there is more money. Additionally. the high cost of sustainability measures is considered an obstacle in efficiently implementing and supporting sustainability. From the hotel sector, *"First depends on the willingness of institute or hotel itself to be willing actively participate in any environmental issue because unfortunately this attached to strain of money, i.e., it costs money to be sustainable."* (H1), and *"…finding resources to support sustainability activities and the means and the tools to monitor that."* (H4).

However, there are economic benefits from sustainability implementation in Egypt, from the fact that sustainability will increase investments, but there is still a lack of investment. The participants from the hotel and tour operators' sectors voiced the need for investment to implement sustainability. It was clear when they mentioned the benefits from implementing sustainability which attracted local and foreign investors. *"From the economic factors that will give advantage to the economic development process of the country overall, is attracting foreign and local investors to Egypt because tourism investment environment is unappealing. We need investment to achieve sustainability."* (H7). Also, investment will decrease unemployment and improve the standard of living. *"Due to the lack of the investments and funds, recession of the market and the high real estate prices, there were lack of investments in tourism. So, if there is some tourism development might bring economic benefits and which will decrease unemployment and increase the standard of living and the tourism sector."* (H8). This shows the importance of investments to sustainability and economic development.

Nevertheless, there is willingness and desire to implement sustainability, but it is still not prioritised. The reason behind this is the insufficient funds and investments in the tourism sector. Moreover, some of the participants explained that there were some sustainability efforts before which then stopped for the 2011 revolution. The recession that resulted after 2011 in tourism to all the TSC was due to political instability. Considering that sustainability is important to tourism, the current situation is not facilitating it. As one of the tour operators explained, *"Actually, any sustainability efforts have been stopped since 2011 as now we are in a recovery phase, and we try to restore tourism. So, sustainability is not our priority now, however it is important. However, once we generate money again it will be considered."* (TO2). Even another participant agreed on the need for investment for sustainability but still the recovery of tourism is their current priority. *"We need money to be sustainable, as a lot of things need investments. Consequently, we cannot do all of them at the same time and it requires to go step by step as we need to recover tourism first."* (TO6).

Additionally, there are lots of developments needed to be undertaken specially in the transportation infrastructure to serve tourism better and to achieve sustainability. However, more money is required to implement changes, but finds are insufficient. This was clear when one of the participants said, "*There is a lot that we need to change, but money is not enough to do it. We need a plan for transportation infrastructure connecting all Cairo together, so it easily makes movement of tourists. We need a good transportation system that enables the tourists to move freely from the time he arrives in airport and later for all his visits. The tourists mainly depend on the cabs for his transportation and travel agencies buses if there is planned visits, so they cannot go freely without a planned taxi with the hotel or the tour operator. There is a lot that we need to change, but money is not enough to do it."* (TO7).

Furthermore, economic instability was also one of the barriers considered by the participants towards achieving sustainability investments. Among these were instability and fluctuation of prices, which affect the overall service level. Although this point is only explained from one participants' viewpoint, it is noteworthy as it is presumed an important factor to sustainability. The following script presents the effect of price variation on the service level. *"Variation of prices in raw material. Social level instability leads social level disturbances and affect the hotel to great extent. Economy instability is affecting tourism and also affect employees' rates and customer service level."* (H2). Still, the economic instability affected the investment level in sustainability, *"Due to the lack of the investments and funds, recession of the market and the high real estate prices, there were lack of investments in tourism."* (H8). These findings are linked to the factors of political and economic stability stated earlier which are affecting the level of investment.

5.5.4. Lack of Awareness, Knowledge and Education to The Sector

The next obstacle for almost all the respondents was lack of knowledge, skills, education, and training provided as they are linked and interrelated. They agreed that there is a lack of skills and sustainability awareness among current tourism employees. This was the same opinion in all the supply chain actors, mostly arguing that present

talents and capabilities are insufficient, as mentioned by participant. *"The entry level like in housekeeping, kitchen, in that level of employees they have no skills. In other countries, you will find that there are hotel high school which graduate people with even diplomas, so they are already qualified in early stage and ready to work in tourism, but here they have no education in jobs like housekeeping and kitchen."* (H1). Another from the same sector agreed. *"We do not have the talents or capabilities. People are still not ready for applying sustainability."* (H5). However, one participant from the tour operator sector clarified that the reason behind the insufficient skills is due to the recession in tourism during 2011 and afterwards. He mentioned, *"The reason behind lack of skills is that within the last six years people are not working in tourism as tour guides, transportation, hotel."* (TO2). From the government sector a respondent stated that another reason for the insufficient skills and capabilities was the absence of the qualification standards. *"There is no interviews or qualification standards when employing."* (G2). These viewpoints explain that there is a barrier regarding skills and capabilities in employees and staff.

Additionally, there is a deficiency in understanding the sustainability between people, community, staff and in the tourism sector overall. The following comments expressed that staff do not have sufficient understanding for sustainability. Moreover, tourism for them is just a job to earn money. A participant from the hotel sector pointed out, "*Most of the staff are not aware, not interested, and not important for them; basically, they want a job and salary*." (H3). Furthermore, another participant from the same sector highlighted the need for employees to understand sustainability. "*We need more understanding of sustainability and the relation between staff. There is no understanding for sustainability, and no one knows its importance*." (H2). Others in the Tourism Ministry argued that sustainability knowledge is important to act sustainably. The following Table 5. 9 explains most of the views regarding lack of knowledge and awareness of sustainability within TSC actors.

Table 5. 9: Responses of Barriers and Challenges Towards Sustainability Implementation: Lack of Awareness and Knowledge

Statement	***Responses***
Awareness and Knowledge Towards Sustainability	From hotels: *"Lack of people's awareness. Sustainability is a new term; perhaps it needs higher educated people to perceive it correctly. In sustainability tactics we need more"* (H4); *"There is lack in this part, is not so high. We are trying to aware our employees specifically in recycling as it is so important to us."* (H5). From tour operator: *"Behaviour of people themselves, awareness of sustainability inside the country. There is lack of knowledge of the importance of sustainability within the sector"* (TO1); *"Sustainability knowledge is low. Sustainability needs consciousness with everybody, you should have awareness of it or will never be aware of it."* (TO7). From the government: *"It is not important as much as among authorities and decision makers, the problem is that we have lack of information. However, there is lack of knowledge. The meaning of sustainability is not clear for them. The current fashion now is that sustainability equals environmental, but it is a big problem. Even within the understanding of public when you talk about sustainability, they will tell you we are taking good care of the environment and cleaning rubbish."* (G2); *"You are not powerful enough to know sustainability without having knowledge. However, we believe to have the exact knowledge, to say the right things and to act right concerning the environment, and local communities."* (G4).

Source: Author's Data

The participants in this study related lack of awareness and knowledge of sustainability to the absence of education and communication. As mentioned by the participants, *"There is lack of education which leads to the lack of awareness, and this*

is an ongoing challenge as well as the high rate of unemployment." (H8). They also commented on the weak role of education in awareness of and understanding of sustainability in tourism and its effect on the graduates. *"Even the graduates from hospitality institutes are taught old fashioned books away from the real life. New terminologies in the business need to be added. They are not well educated or qualified. Dealing with multinational cultures but have no general knowledge. Studies are in Arabic and not understandable, old, and outdated. There should be coordination between the educational sector and tourism sector to graduate qualified people with the requirements of the market."* (H3). The previous comment showed that there is a problem with the hospitality institutes claiming that they teach outdated forms of tourism. Educational institutes need to be coordinated with the requirements of the sector to graduate qualified people. There should be a foundation for improved education and enhanced awareness on the tourism benefits and their importance. This should have a positive impact on sustainability awareness between individuals.

Another explained that the lack of awareness and understanding is results from communication problems, "*We have a communication problem,"* (TO4), and the non-understanding of other factors affecting tourism sustainability highlighting the importance of supply chain of data to implement sustainable tourism. *"In our business we need to understand tourism, politics, public relations and all what combine to have a sustainable business. Understanding one practice will show you how to deal with subsequent one; it is connected as a supply chain of data."* (TO6). This shows that sustainability communication within the TSC is not clear to the companies, which also indicates that supply chain collaboration is still missing in the tourism sector.

One of the interviewees felt that it was essential for them and others to stay up to date with knowledge. *"Being educated is important to recognise what is going on in the world around you. The only way to know and understand what is happening and to do changes is knowledge."* (AT1), adding *"Raising awareness of sustainability among both the company and the governmental departments is very important."* (AT1). There is a business responsibility to educate people and provide them with experience and knowledge in the sector. *"Business in tourism is to be also responsible*

and their responsibility is not just hiring people with experience, but also to bring people that have no experience but willing to learn and know and upscale in the industry. This will help the tourism industry to grow, in addition to solving the unemployment problem. It will have a great effect on social business." (AT1). This illustrates that not only awareness is achieved through schools and education, but also there is a responsibility from the businesses themselves towards the industry.

Sustainability issues require companies to engage with its stakeholders (external and internal) and their communities. Companies need to implement new sustainability models to decrease social, environmental, and economic risks of their everyday actions. Usually, this demands new knowledge formation, usage, and development. Consequently, knowledge resources should be accurately gained and distributed to serve the environment for efficient evaluations. Knowledge related to sustainability helps companies across TSC to better understand how to implement effectively different sustainability strategies for their competitive advantage. This needs improved training, education and communication. However, in this study it is a major barrier and challenge to achieve sustainability in tourism.

*5.5.5. **Social Attitudes Issues***

Social issues also need to be covered to achieve sustainability, such as social disturbance, talents, capabilities, and readiness of the community to act sustainably. As mentioned by the interviewees the image of image should change for the local people, "*Changing tourism image, the perception of tourism in people*." (TO4). The local community are not ready for sustainability activities in tourism. It requires mobilisation of local people sometimes to convert a destination to a touristic destination, and it can be extremely difficult to convince or even change their minds to practise sustainably within a touristic area. As explained by a participant from the government sector, "*Main obstacle is the readiness of the local community. The community is not ready yet or not ready enough to practice tourism activities, and how to mobilise local community to be a tourist community. Mobilisation of the community is the main challenge*." (G2). This is due to the lack of the knowledge and education

towards sustainability, a significant challenge towards sustainability in tourism in Egypt. "*Behaviour of people themselves, awareness of sustainability inside the country. There is lack of knowledge of the importance of sustainability within the sector*." (TO1). This challenge is directly linked to the previous barrier to sustainability. Low awareness and sustainability education affected people's readiness to behave sustainably.

Another social issue was highlighted by one interviewee from the hotel sector who stated that there were problems such as cheating and bothering tourists in touristic places. *"Attitude of few people in touristic sites to tourists have some problems in pyramid area like bothering or trying to touch you or cheating tourists for riding a camel, horse or a taxi like this, selling fake things to tourists, charging them more. So, we need to take strong actions against these people, but unfortunately when you talk to somebody about these actions that are in a negative way you are told 'these people are poor and with no jobs', so we try to do our best to them, so we try to talk to these people, but they are making tourists go and not coming again."* (H3). This showed that the community is still not ready to act sustainably to tourism.

5.5.6. Lack of Commitment Towards Sustainability Understanding and Associate Training

The findings displayed some concerns about the skills of understanding sustainability, the means to implement it from inside the firm and transmitting these skills to customers and other actors within the tourism sector. The interviewees highlighted the importance of training, besides spreading the knowledge of sustainability between employees. Although all the interviewees highlighted the importance of training to the sectors sustainability, it was not sufficient and was not an indication of the actual provision in real life which was low. There is shortage of qualified training bodies, teachers, and institutions in terms of number, capacity, and accessibility for tourism. Some of the comments indicate inadequate training. *"Lack of training we need more training."* (H2); and *"we need service quality, and training opportunities. We need to upgrade in social perspective."* (G1). Other personnel spoke about the inadequate

number of schools and institutions and insufficient training. *"We also do not have enough schools and higher education to produce enough quantity and quality of potential employees. So, we have to depend sometimes on fresh staff with no knowledge and teach them from scratch."* (H4). Consequently, this leads to under qualified graduates with lower qualifications to the sector, as mentioned, *"The graduates, the proper training, education, are not enough, and lack of people graduated with quality."* (H3).

Furthermore, the participants mentioned that training and education in tourism sustainability are still limited. However, they all highlighted the importance of assessment of skills gap and training needs, covering existing and future development. *"Unfortunately, there is not sufficient training. However, it is a key area to make people change the way they think about the tourism sector and themselves."* (H7). There were similar comments from the tour operators, *"It is very important to provide training for people as to grow awareness, to deliver equal opportunities so this will let sustainable tourism business grow. But it is not sufficient."* (TO7).

As stated earlier in this chapter, all the participants were aware of the importance of sustainability, and it was expected that they would all agree on the importance of training to sustainability. Consequently, substantial provision for tourism training regarding sustainability of tourism was anticipated. However, on the contrary, there were few courses providing tourism training regarding sustainability of tourism. Notwithstanding efforts, it is still limited to basic and regular training programs. As explained by one participant, *"We offer regular training programs in our hotel as fire and life safety, recycling, how to reduce waste, and housekeeping training."* (H1). There was little training towards sustainability, nor on a regular basis. *"Sometimes giving some money on job training and lectures to enhance sustainability."* (H3). Even when there is provision of sustainability training, the attitude towards learning is poor. *"Especially in authorities, there were training workshops in India, and China which are good examples of sustainable development. But people go as getting opportunity to travel and rest not to learn from training and workshops."* (G2). This shows that there is still deficiency in providing training and

the efforts towards sustainability training is still minimal. The last comment shows the attitude of employees towards improving, and the actual training is not productive. This relates to the previous barrier discussed earlier regarding the social attitudes of people and employees towards sustainability.

Moreover, one interviewee added that research was needed to develop knowledge and what was optimum for the community. There should be always efforts towards knowledge and creating awareness. *"Usually what we have in our heads is not going to work for a local community. Consequently, it is important to do research and to grow our knowledge. It is ongoing challenge to find out what knowledge is appropriate, particularly for the reason that sustainability is a continuous story."* (G3) and, *"The company is highly focusing on creating awareness for the environment."* (H5).

On the contrary, there is suitable and sufficient training available in sustainability issues and related skills among employees with few participants. It is clear from the next comments that the companies are keen to have sustainability awareness and training among employees. As explained by participants from air transport and a tour operator, *"We do not just employ people, but we need to make sure that they are educated and trained first, which is a challenge for us."* (AT1); *"We encourage our staff to use the resources in a conservative and responsible way. Sustainability should be in the DNA of the companies and staff should not just do it for the public eyes but also behind the scenes."* (TO5).

The air transport company 'EgyptAir' is providing significant tourism training regarding sustainability of tourism, as it is important for understanding sustainability. *"Adding to that EGYPTAIR's training academy managed to offer all the essential trainings to our human capital so as to improve their qualification skills. Not only that but also it provided training services to many airlines in the Far East and African markets. Also, regarding fulfilling implementation of safety management systems and by successfully passing many inspections and audits, we renewed several international certifications as ISO, EASA, ISAGO and IOSA in addition to the annual audit for Star*

Alliance." (AT1). As also noted, the company is keen on maintaining the safety standards and audits in addition to being qualified with a number of international certifications. The company has also enough qualified training bodies and institutions in terms of number, capacity, and accessibility, which is important. *"We have newly built centre Egypt Air training academy which is located in Cairo airport. It complies all the infrastructure and architectural requirements. It includes all types of training practically all activities needed within a modern airline. Egypt Air training academy offers unforgettable and enjoyable experience through package of services aiming to exceed customer expectation."* (AT1). The previous script shows that commitment and efforts are not the same between different TSC actors and depend on the capabilities of each sector independently. This is evident in the air transport sector in contrast to previous findings of the other TSC actors in this study.

5.5.7. No Supply Chain Coordination and Collaboration

One of the challenges that appeared in this study was the lack of supply chain collaboration between supply chain actors, discovering that the supply chain actors are not co-operating towards achieving sustainability of the TSC. This was clear when the participants were asked about other supply chain actors' efforts towards sustainability and the level of engagement with the other service providers within the supply chain. From the interviews, it is clear that no actions are taken to enhance business linkages within TSC. The company does not collect information on the whole supply chain structure, performance of the tourism sector and employment within it. Most of the participants agreed on the following: from the hotels point of view, tour operators do not take in consideration the sustainability issues in the tourism products they promote and information they provide to tourists including transportation used. However, from the tour operators mentioned that there is no accommodation check about the degree to which accommodation meets sustainability criteria or not. This shows that none of the hotels or the tour operators are keen to check for sustainability criteria upon their choices as some mentioned, *"not applicable."* (H5, H6). Additionally, none of the service providers use certification schemes to identify businesses complying with sustainability standards within the TSC. *"There is always standard level that we go*

with, however if we have tourists that wants a sustainable tour, then we need to choose the sustainable accommodations ones. It totally depends on the tourist." (TO6). Similarly, *"Depending on the desire of the client if he needs sustainable choice, the location of the supplier and the price."* (TO4). Moreover, there is no choice for any of the companies to transport providers using carbon offset schemes in the operation of their fleet. These quotes indicate that it is not the company's policy to make a sustainable choice rather it is the tourists' choice, meaning that the company's partners are not checked for sustainability criteria. However, they make a sustainable choice for their service. *"It is impossible until now that we only choose or work with suppliers that are compatible with our thinking, we do not necessitate our suppliers to be sustainable, or stop working with them if they are not. Sustainability is a slow process, but we try to encourage them as much as we can."* (H8). This quote confirmed that choices does not depend on sustainability with other supply chain actors, but there are efforts to encourage their suppliers.

All the participants have no clue and do not know about other actors' efforts in the supply chain towards enhancing sustainability in their operations. This reveals the misconnection and the non-collaboration of the actors together within the supply chain, and any efforts made on company basis and not from the supply chain. This was clear in the second barrier 'government role towards environment', as the government explained the availability of rules and regulations and their strong implementation. The rest of the participants from the other tourism sectors claimed the opposite. The study showed that supply chain actors are not working with each other across the TSC to achieve optimum technological developments to reduce energy use and share their best practice; the latter is not covered in Egypt, but as they are international chains it is available internationally. *"Internationally yes, but in Egypt not available."* (H4). Participants mentioned that there are no tools for capacity building or to provide advice to the tourism business for improving sustainability in their operation. One of the participants stated that they do not know. *"We need to know how to do it."* (TO3). This also demonstrates that there is no collaboration from the government sector towards the capacity building of the tourism business according to sustainability criteria. This

supports the first and second barriers to sustainability, related to the governmental role and regulation towards sustainability.

The study shows that there is a lack of collaboration between supply chain actors and no information-sharing within the sector. This led to individual efforts towards sustainability without consensus with other actors in the industry, which shows low sustainability encouragement and participation between the companies. Similarly highlighted in the interview, none of the companies share a copy of the company's sustainability policies with their subcontractors and suppliers if they have one already. This was also clear as each company does not know if other companies working in the same sector are actively involved in environmental management or not. *"N/A, I do not know."* (H5). However, most of the participants agreed that there is no awareness of climate change and its implications for tourism, and it is widely spread to the top level in all the sectors. *"There is ignorance."* (TO1, TO3). All the participants agreed that supply chain members are not alert to negative, social and environmental impacts. One of the interviewees even criticised the hotels in their building operations. *"They do not care even in hotel building."* (TO1).

Another point that clarified the non-collaboration with the supply chain actors is lack of sustainability reporting. The study shows that there is no reporting to the public and any people who might be interested (e.g., staff, suppliers, guests, local communities, etc.). No report shows the progress that is made against sustainability objectives either (social, environmental, cultural, etc.), over a set amount of time. Furthermore, no sustainability report was issued within the last 12 months or shared with supply chain actors. The non-reporting of the companies either to public or stakeholders underlines the point of non-communication, non-sharing of information and non-collaboration between the supply chain actors.

Nevertheless, the different actors within the TSC realise the importance of supply chain collaboration to achieve sustainability of the tourism. *"Whoever we work with becomes part of our supply chain, there is a mutual benefit to work with us as we also will not exist without our partners. They benefit from us, and we benefit from them*

it is a two-way relationship." (H7). Most of the interviewees agreed about the role of other partners to help in achieving their sustainability. The ministry/governmental bodies, hotels, and suppliers are among the key actors to enhance sustainability of the TSC. Table 5. 10 shows a sample of the responses of the interviewees regarding their key actors to enhance the sustainability of TSC.

Table 5. 10: Responses of Key Actors to Enhance the Sustainability of TSC.

Sector	***Responses***
Hotels	*"Ministry of tourism, municipality, suppliers and employee.s"* (H1); *"Mainly tour operators they can in this area. Training centres of the ministry: a training department who train staff, EU fund on training and job seekers and jobs related to handicraft"* (H2); *"Authorities, businessmen and women, big association main suppliers, media."* (H3); *"all of our supplier, regularly the more pressure to give the friendly push"* (H4).
Tour operators	*"Mainly only company who have ISO and maintain ISO in hotels and there is Green Globe."* (TO1); *"GDS, Airlines, tourism ministry, hotels."* (TO3); *"Very few in international hotel chains."* (TO4).
Government	*"The tourism development authority. (TDA)"* (G1); *"54 hotels, Authority Quality Index AQI"* (G2).
Air transport	*"In accordance with the long-term strategic plan 2030 we work with the ministry of tourism towards following the directions and Egypt air modernisation plan is on track with it, so to guarantee better quality service regionally and domestically."* (AT1).

Source: Author's Data

PART B DISCUSSION

Overall, it is clear from the data that most companies in the tourism sector have a general understanding of sustainability. However, when you transfer from the broad meaning of sustainability and go to sustainable tourism, or sustainability of X, Y, Z, there is confusion or misunderstanding the practicalities. In my opinion sustainable as

a word on its own is acceptable and understood, but when you relate it to sustainable something as TSC as in this study it can be difficult. Similarly, it is acknowledged by Williams and Ponsford (2009) that there is, *"growing knowledge concerning how to move tourism towards greater sustainability."* However, it is claimed that *"progress in transitioning from concepts and principles to pan-industry practice is limited."* Moreover, they proposed that, *"this may be due to a lack of collective leadership amongst tourism's stakeholders."*

Generally, the sections 5. 1 - 5. 3 have adopted the first objective of the current research, which is, *"to investigate the understanding of the concept of sustainability within TSC actors in Egypt."* Consequently, this answered the first research question which is, *"What does sustainability mean in the field of TSC according to supply chain actors in Egypt?"* The result of this section addressed the diverse conceptions of different supply chain actors and how each participant understands the concept of sustainability. It was remarkably found that half of participants agreed that understanding sustainability from their point of view is economic sustainability disregarding other dimensions of sustainability. This understanding was focused on being stable, making profit, increasing the market share and business continuity. However, this conceptualisation disregarded the economic viewpoint regarding cost reduction, as opposed to other studies assuming that one of the sustainability drivers encompasses it (Font *et al*., 2016). In the TBL, the economic dimension highlights generating long-term profits and at the same time minimises environmental and social effects (Kleindorfer *et al*., 2005). As profit is the subtraction of cost from the revenue, then cost control and revenue growth are two key instruments companies use to attain their economic benefits.

The next high percentage of sustainability understanding was concerned environmental sustainability. As they understood sustainability from the point of view of the environment, as for example being environmentally friendly, sustaining energy, or being green, they still lack the other dimensions of sustainability. The data collected has also revealed that some participants are giving primacy to environmental aspects over socio-economic ones to understand the meaning of sustainability, a finding also

claimed by Baddeley and Font (2011), Font and Harris (2004) and Vrenegoor, de Jong & Cavagnaro (2020). For most interviewees, the word "sustainability" was related to environmental issues, and they only revealed socio-economic aspects when prompted. This is in line with the literature which shows that people are more prone to realise the effects related to environment than to social issues or the expression "sustainability" (Baddeley and Font, 2011).

In this research few interviewees conceptualised sustainability from a social sustainability point of view. As in the Brundtland commission (1987), the original statement implied the significance of preserving future societies and giving attention to the social dimension. Moreover, Gagnon *et al*. (2009) acknowledged social dimensions to be a common attitude concerning the sustainability definition. Social sustainability is looking at the way development benefits society, the effect on local people and the total effect taking in consideration the holistic view in controlling the broad range of consequences arising (Mowforth & Munt, 2003).

However, each participant has a unifocal perception either an economic, environmental, or social aspect of sustainability. Surprisingly, there was only one holistic understanding out of the three dimensions or TBL of sustainability between the three dimensions in its simplest form. This conception of sustainability is supported by Elkington's (2004) TBL framework, which focuses on the importance of balance between environmental quality (i.e., planet), social equity (i.e., people) and economic prosperity (i.e., profit) (Glavas and Mish, 2015; Svensson *et al*., 2016). Furthermore, TBL suggests that the initiatives and efforts of the organization should not just centre on profitability, but also manage, monitor and incorporate its social, environmental, and economic impact in an efficient and effective way (Lüdeke-Freund, 2009).

Regarding the sustainability of tourism in this study, there was a mutual opinion between each tourism actor about the benefits derived from sustainable tourism and its importance to the sector, but with different motives of supporting sustainability. The perception of the different stakeholders within the TSC regarding sustainability importance to the sector are in harmony and bring benefits to the country,

the economy, the stakeholders and particularly to the local residents by mainly creating job opportunities. There is also a general assumption that the benefits of tourism sustainability are more than its limitations, as a result of emphasising the importance of sustainability of tourism to enhancing the unemployment rate in the country and consequently affecting poor communities. Many researchers agreed about the benefits of tourism development and its return on the stakeholders, inspiring them to develop with continuity, mainly in developing countries (Bashir, 2012; Beeton & Hardy, 2001; Choibamroong, 2011; Forsynth, 1995; Getz & Timur, 2005; Khashab, 2006).

In this study, the participants expressed that sustainability of TSC is important and needs to be practised for its economic benefits. The findings show that there is mindfulness of the economic benefits of sustainability development in TSC as potential for economic development. It needs to be implemented for preserving the cultural and natural heritage. In addition, the possibility of economic development chances could impinge directly on creating employment opportunities for the local community. It is a main source of foreign currency to the country and supports foreign and national investments, an indication of the importance of tourism sector as all participants appreciate the economic benefits of tourism for the country. It was also expected as most of the participants understood the sustainability concept mainly from an economic perspective. Almost all the interviewees agreed that all sustainability dimensions are important and should work simultaneously, as they are all interrelated, and sustainability cannot be achieved with one pillar only. Nevertheless, their priorities differ about which dimension is more important.

Only focusing on economic sustainability of a TSC is not sufficient as a greater burden is placed on businesses for environmentally and socially responsible practices by governments, consumers, community organisations, shareholders, grassroots organisations, and competitors (Hassini *et al.*, 2012; Xu & Gursoy, 2015). Evidentially, businesses that develop and promote environmentally and socially responsible practices are more likely to make greater profits due to positive impacts from sustainable practices on customers' actions and perceptions (Jayaraman, Singh, & Anandnarayan, 2012). Carter and Rogers (2008) stated that the implementation of

social and environmental measures should concur with the company's economic measures, clear in the participants' views on harmonisation and working sustainability measures in parallel. With this coordination, the economic goals beside the sustainability standards support the implementation of sustainability practices in the TSC, mentioned in section 5.3.1 which shows the necessity of integrating the three pillars all.

Section 5. 4 has addressed the second research objective of this study, which is *"exploring the key drivers for sustainability implementation in TSC in Egypt."* It has answered the second research question which is, *"what are the key drivers for implementing sustainability initiatives in TSC in Egypt?"*. It was noteworthy that this study documented a number of factors and drivers in implementing sustainability initiatives to TSC. The first main factor towards sustainability is improving education, awareness, and the behaviour of the people towards sustainability. People are not limited to tourists or local communities only, but include each stakeholder involved in tourism activities and each actor in the TSC. This finding is supported by Babu, Kaur, & Rajendran (2018) and Font *et al*. (2016) suggesting that customers, staff and suppliers should be educated about the importance of sustainability practices, which is a good start for creating awareness and involving TSC companies.

The next factor and driver identified is a more efficient governmental role in achieving sustainability in the tourism sector, seeking greater attention, monitoring from the government, and putting sustainability into a strategic level. The governmental support can be required against rigid regulations, to introduce more suitable policies for implementing sustainability practices and to ensure customer safety (Babu, Kaur & Rajendran, 2018). Managers should be appropriately rewarded and trained so they can lead the change regarding sustainability. The accountability and transparency can assist in creating obligatory trust and responsibility between supply chain actors who are driving the TSC and the overall tourism industry. For companies to remain competitive, they must remain updated with emerging and existing legislations (Waddell, 2008). Several companies comply with regulations voluntarily to develop and certify EMS under ISO 14001 standards. It is clear that

mandating legislation by the government plays a crucial role in motivating companies towards implementing sustainable practices.

The results showed that stability is an important factor for achieving sustainability specially maintaining a safe environment essential for tourism practices and tourists. The political instability of the neighbouring countries and the consequences of the Arab Spring in 2011 threatened the tourism sector in Egypt. Moreover, the consecutive political events that started with the revolution at this time had a noticeable negative impact on Egypt's tourism sector (Elnagar & Derbali, 2020; Sghaier *et al*., 2019). Also, the continuous threat posed by international terrorism affected tourism and the tourism environment for visitors which resulted in a drop of Egypt's rank among the countries of the world in the field of travel and tourism (Elnagar & Derbali, 2020). However, in 2017, the respondents in this study claimed that tourism started to return to normal as the political position is stable now. In the future, the tourism flow is predicted to be higher than now. This shows a positive link between the political stability of the country and tourism development and consequently the sustainability of tourism. This factor is explored in this study constitutes, an important base for sustainability development, although it has been underexplored and is new to literature.

In this study, the results identified that commitment of leadership is a possible driver and factor for implementing sustainability initiatives in their corporate. This factor is correlated to active organisations where there is management support for social and environmental issues. This includes the willingness and the commitment of the organization to achieve sustainability and integrate it with the company's policies, philosophy, and the livelihoods. Consequently, management or leadership commitment is essential for addressing sustainability issues as the top management can influence the business (Doppelt, 2009). The commitments taken by managers within their roles are seen as a responsible course of action. Even if part of these commitments may not underline any obvious standpoint towards adopting sustainability plans, it is a responsibility felt by managers. Any sustainability initiative implementation or strategy change needs management commitment and continuous

support. Generally, management or leadership commitment is necessary for an efficient systems transition focusing on reduction of cost and management of resources beside culture, leadership, resources, and innovation.

Investment is crucial to achieve sustainability, as money is central to investing new techniques and sustainability activities. Sustainability is a good opportunity for attracting investment to the country. Tourism in developing countries is one of the main industries for attracting foreign and local investments, providing government taxes, and offering job opportunities (GBTA, 2002). It is a great boost for encouraging economies of the countries worldwide, as it stimulates huge investment in infrastructure and improves the balance of payment. This shows that it is also a driver to achieve sustainability, since a newly invested project is a good driver to implement sustainable tourism. This should create job opportunities and improve local communities' living standard by offering equal opportunities and engaging them in tourism activities (WTO, 2007). Sustainability and investment are in a closed loop relationship and interconnected. Essentially, sustainability needs investment and financial resources, which is not guaranteed for the companies to have or afford. However, sustainability could be a driver to attract foreign investments and new resources to deploy in current improvements or sustainable projects in tourism development.

In this study, the participants mentioned another driver for sustainability implementation which is cost reduction. Most of the companies can achieve substantial energy saving through changes which could cost less or even zero to apply, by just changing behaviour towards consumption. Consequently, big savings can be achieved if the company encourages employees to change their behaviour. The respondents agree that implementing sustainability is a good driver to reduce costs, even if it is long term. This is supported by Bansal (2005) who suggested that sustainable initiatives are implemented for cost reduction purposes. Several methods are possible such as from materials, waste management and energy usage. There are various initiatives such as ecoefficiency from essential sustainability components whereas resources and services efficiency are obtained through reducing operating costs (Savitz

& Weber, 2006). Highlighting the resource management come are Zabihi *et al*. (2012) stating that key principles of sustainability practices are resource and energy efficiency. Overall, companies that realise that sustainability is an opportunity are in a winning position in terms of cost savings and with enhanced competitiveness (Font *et al*., 2016; Renukappa *et al*., 2014; Salzmann *et al*., 2005).

The results showed other factors and drivers for achieving sustainability like investment in and development of the staff. Providing job opportunities and engaging local people in tourism activities can help in achieving sustainability for the sector. These drivers show the desire of the companies participating to attain economic benefits for the community besides the tourism industry itself. Engaging the local community can encourage tourists to buy local products and use local services. These economic drivers reflect the findings of previous studies such as Bramwell & Sharman (1999) who claimed that residents stressed economic effects of tourism and the effective consumption of resources, to help generate benefits in infrastructure and employment for the community and the region. This can form a positive economic attitude towards developing sustainable tourism.

In the current study, improving reputation is an important driver for sustainability practice implementation in the companies. Previously some authors have suggested that society is becoming aware of social and environmental issues which could be beneficial in implementing sustainability initiatives to enhance their company's reputation (Brammer & Millington, 2005; Chen & Chen, 2014; Cronin *et al*., 2011; Frey & George, 2010; Garay & Font, 2012; Han, Hsu, & Sheu, 2011; Rodriguez *et al*., 2006). It is widely spread that reputation, brand and knowledge are considered main resources to a company. However, Luoma-aho (2007) claimed that reputation has been understood by companies but remains an unused resource. Specifically, reputation comes from reliable information indicators overtime, which integrate believe, share and trust.

The results showed that one of the drivers to sustainability is for environmental protection. Additionally, this has been emphasized due to the current resources

limitations and it should be considered an important factor that encourages sustainability implementation especially within tourism sector. This finding is supported by a study from Font *et al*. (2016) showing that the main reason for acting sustainably is environmental protection, then life styling or owner/managers values and commitments, and lastly society improvements.

Overall, section 5. 5 has demonstrated the third research objective of this study, which is, *"to analyse the problems and challenges facing TSC to implement sustainability in Egypt."* Therefore, section 5. 5 has answered the third research question which is, *"What are the current barriers facing TSC in order to implement sustainability in the tourism supply chain in Egypt?"* It is evident that the governmental role towards regulations and policies towards sustainability is the most important barrier for the tourism sector. According to Hall (1994), the political view of the government in any country plays an extremely significant part in regulating the nature of tourism improvement. However, instability has plagued the country during and after the 2011 revolution, influenced the government policies and the progress of development in general, particularly in tourism sector. This was clear when most of the respondents strongly criticised the government performance towards sustainability development. Moreover, the government's attitude of prioritising tourism sector comparable to other sectors raised barriers to sustainability. It is also noteworthy that there is a sustainable plan development 2020 edited to 2030, but the implementation and monitoring are still missing.

In this study the results showed the importance of governmental rules and regulations to the different supply chain actors. Governmental rules and regulations, customer pressure and competition are among the main drivers to sustainability strategies of the companies. Legislation from governmental bodies, customer and stakeholder requirements are very important for sustainability in TSC (Gold *et al*., 2010b; Hardy and Beeton, 2001; Newman & Clark, 2009; Weaver, 2006). Previous studies claimed that governmental policies and regulations have a main role influencing the sustainability efforts, but they are the main drivers forcing sustainability within supply chains (Amann *et al*., 2014; Carter & Ellram, 1998; Porter

and Van der Linde, 1995). Another study by Font *et al*. (2016) supported the legitimate power as a motive for sustainability actions in the stakeholders' perceptions. This study emphasises the role and the importance of government rules and policies as an enabler to sustainable supply chains, as it was also agreed by the interviewees that regulations assist in achieving sustainability. Nevertheless, it needs to be enforced and monitored by effective means. The government role is essential in developing in the infrastructure of a country, which is a dynamic driver to sustainability (Ross *et al*., 2012).

However, it is agreed that there is no legislative framework in Egypt which supports the need for the legislative framework presented in this study (see chapter 3. 3) which will empower the role of government in enforcing sustainability on the sector. Previous studies highlighted the importance of the legislation role in tourism development through formation of new laws, in addition to modifying regulations that exist (Li, 2011; Reid *et al*., 2012; Hall and Lew, 2009). According to a study by Tosun (2001) based in Turkey, legislation has a key impact on the development of tourism. He also explained the absence of collaborative development strategies due to strong bureaucracy which controls legislation and causes ineffective communication. In the case of Egypt, this study found that rules and regulations play an important role and is considered a factor and driver in implementing sustainability, yet at the same time it is the greatest barrier to tourism sustainability. This is a rather confusing as earlier findings showed that most of the participants agreed that although regulations and the governmental role are the main factors for implementing and achieving sustainability , they are also the main barrier. It explains the significant problem in the governmental and regulatory role in Egypt regarding implementation and encouraging sustainability.

This is closely followed by a number of barriers such as lack of money, investment, and economic instability. These findings show that lack of money is the main barrier to act sustainably, being supported by a previous study (Font *et al*., 2016). The financial resource is the key barrier challenging companies. Moreover, according to a study by Bohdanowicz (2005), businesses need sufficient financial resources for implementing responsible practices. This is due to the high cost of implementation of

practicing responsible and sustainable development for tourism (WCED, 1987). Correspondingly, the tourism sector in developing countries still faces substantial limitations such as: scarcity of investments in basic services and infrastructure; the absence of policy to tourism development and marketing; and lack of expert human capabilities (Shahata, 2011), which affect the commitment and implementation of the companies to sustainability.

Moreover, lack of knowledge and education has been identified in this study as a barrier affecting sustainability implementation, being identified before as a factor to sustainability. The study results support other previous studies, noted by Chan (2010), that one of the challenges and issues in developing sustainable tourism destination is the general lack of understanding of the sustainability level in tourism destinations. These issues are a normal outcome due to the lack of education of the sector towards sustainability concepts and practise even in tourism schools, as well as communication problems. Education of sustainability especially in the services industry as tourism has not reached a level of saturation.

The study findings feature the drastic need for sustainable tourism awareness, understanding and education, the base for further educational chances. It can also raise the consciousness of the significance of the tourism as a career option. The findings revealed that there is a need for higher educated people in the sector. According to Johnson (2010), there should be more investment in advanced tourism training and education to secure long term successful tourism development. Moreover, there is a need for tourism industry and policy makers to gain knowledge and understanding of what sustainability means and how to implement it in real life and practice. This has been emphasised in previous research as Ruhanen (2008) identifies the necessity for additional education for sustainability and supports knowledge management technique in order to assist putting sustainability principles into practice. Furthermore, Pérez-Pineda *et al*. (2017) claimed in their study that lack of education is one of the greatest barriers to sustainability in hospitality. Butler (1999) implies that one barrier to sustainability its problematic definition, which leads to a general lack of understanding and awareness of sustainability.

Social attitude and community readiness issues are one of the barriers that should be overcome to achieve sustainability. Some of these issues are related to social disturbance, talents, capabilities and readiness of the community to act sustainably. Changing social attitude is interrelated to individual willingness, and company efforts to direct people and local community to responsible behaviour. Strict actions from the government side are also needed. Moreover, it is the government's role to increase awareness and change social attitudes within the local community, through imposing rules and regulations. This barrier is closely related and a consequence to barriers discussed earlier such as the absent governmental role, lack of awareness and education.

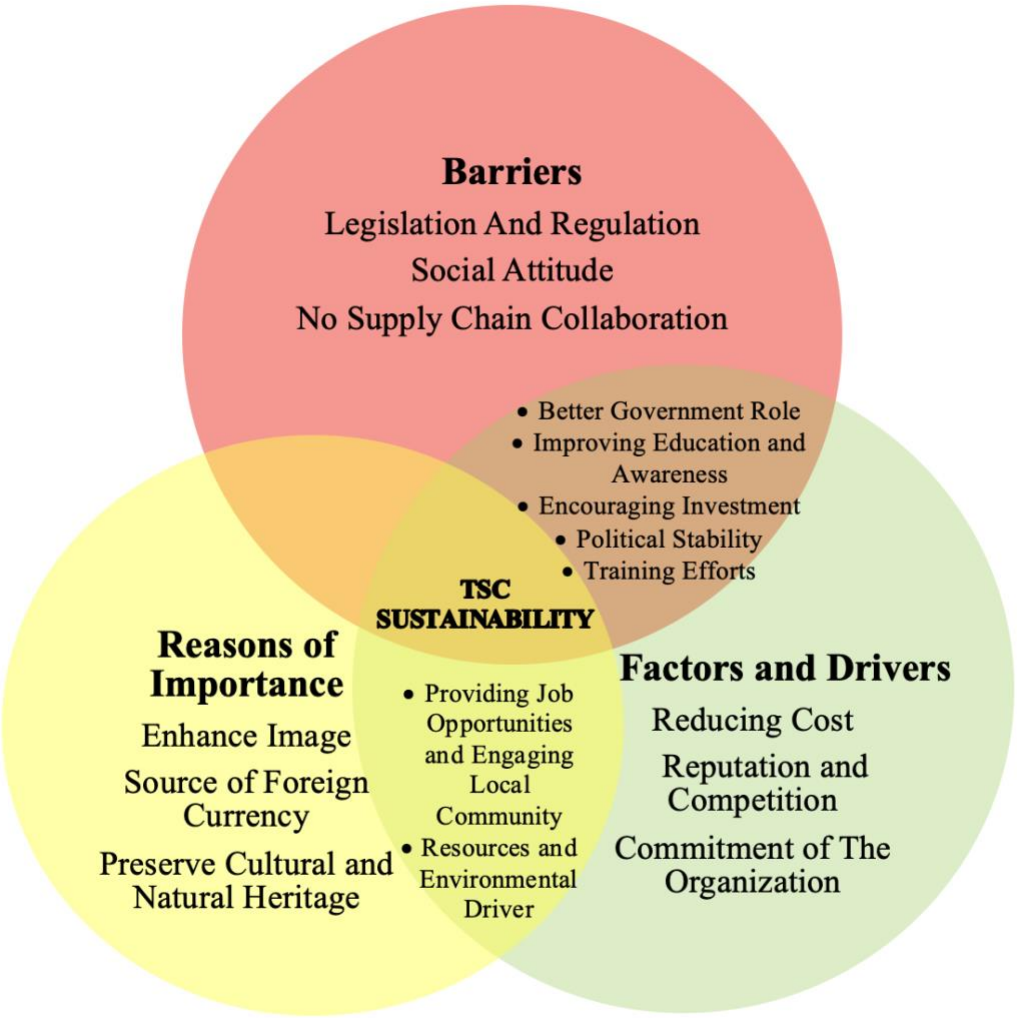
The findings highlighted the importance of training, besides spreading the knowledge of sustainability between employees. However, commitment and efforts towards understanding sustainability and associate training are still missing, insufficient and unrealistic in their actual provision. The findings also displayed some concerns about the skills of understanding sustainability and the means to implement it inside the firm, transmitting these skills to customers and other members within the tourism sector. Additionally, there is a shortage of qualified training bodies, teachers, and institutions in terms of number, capacity, and accessibility for tourism. As the lack of expertise and proper human resources are barriers identified in this study, there should be effective efforts and planning towards maintaining sustainability training towards the TSC in Egypt. This needs capable personal, professional, and technical specialisation which could implement the policies to achieve sustainability goals. Although this barrier is an outcome to previous barriers identified such as lack of awareness and education towards sustainability, the lack of an effective governmental role and of financial capabilities to offer associate training and educations towards sustainability, it is new to literature.

Lastly a lack of supply chain collaboration is identified as an important barrier to implementing sustainability within the TSC. Achieving sustainability of TSC is the responsibility of all stakeholders and actors in a supply chain, including governments, international organisations, the private sector, environmental groups, tourists, and

local communities in tourism destination countries and countries of origin (Choi & Sirakaya, 2005). Previous study suggests that participation of stakeholders is essential in sustainability development procedures in tourism (Ibarnia, Garay & Guevara, 2020; Jamieson & Jamal, 1997); the process of planning preparation is the basis of sustainability standards (Hunter,1997). This finding is new to literature as this barrier has not been discussed before in tourism studies. This contributes to the literature in understanding the challenges in sustainability implementation in TSC in Cairo, Egypt. However previous studies claimed that SC collaboration improved trust and enhanced SC sustainability performance (Alvarez *et al*., 2010; Cheng *et al*., 2008; Simpson and Power, 2005. as well as results in better information sharing (Solér *et al*., 2010; Theyel, 2001) and better communication and relationship (Alvarez *et al*., 2010). Gimenez *et al*. (2012) suggested that companies need to cooperate with SC members as sole practices are not effective on the TBL. Moreover, some of the barriers discussed earlier were related and connected to the lack of SC collaboration and cooperation between different actors, such as the lack of an effective governmental role and lack of awareness, knowledge and education within the TSC.

This study shows common influences that could be a factor and/or a barrier to sustainability. This was clear when the researcher explored sustainability to find out similar aspects as a barrier and driver at the same time. These are as follows: education and awareness of sustainability, governmental role towards sustainability, availability of training towards sustainability issues, availability of financial resources and stability. Furthermore, there were factors that are needed to achieve sustainability and important to implement it. These provide job opportunities and engage local community and resources and environment. Hence, the main themes of this chapter are demonstrated in Figure 5. 1, showing the commonalities between different themes.

Figure 5. 1: Key TSC Sustainability Finding Themes



Source: Created by The Author

To overcome the sustainability problems in TSC, the focal business must cooperate with the other TSC members and network of the firms, effective government support and use of every capability and resource available (Babu, Kaur & Rajendran, 2018) to enhance awareness and education. Overcoming these barriers helps implementation of sustainability in TSC in Egypt, in addition to linking to the legislative framework supporting sustainability and regulated by the government as suggested in Chapter 3. As this study is about linking sustainability to CSR, the next

chapter will highlight the analysis of the CSR and the sustainability performance within the supply chain actors.

5.6. Chapter Summary

To summarise, Part A of chapter five discusses the results from the semi-structured interviews on sustainability conception among different stakeholders in TSC. Sustainability conception and its importance have been explored between different TSC actors in Egypt in detail. Moreover, it discovered the factors and drivers that improve and help the implementation of sustainability, along with perceived barriers to the implementation of sustainability. Part B discusses the analysis of the results of part A showing the connection and interrelation between the findings. The next chapter discusses in detail the findings and analysis of the CSR and sustainability implementation in TSC in Egypt.

CHAPTER SIX

6. CHAPTER SIX: ANALYSIS AND DISCUSSION OF CSR IN TOURISM SUPPLY CHAIN IN EGYPT

This chapter first presents part A, the findings from the semi-structured interviews focusing on the CSR practices of companies participating in this study. It builds on the understanding of sustainability within TSC actors in Egypt, the drivers, and factors to achieve sustainability, and the challenges and the barriers to sustainability discussed in Chapter 5. Part B discusses and analyses the findings from semi-structured interviews on CSR practices in TSC in Egypt. Together, the two analysis chapters build on social, environmental, and economic attitudes offer a better understanding of CSR and sustainability dimensions in TSCs in Egypt.

PART A: FINDINGS

6.1. CSR

This study investigated and explored the CSR of the companies within the TSC in Egypt. It also revealed that the CSR commitment is based on a philanthropic basis. It cannot be said that there is no CSR policy followed, but we cannot say that there is a clear and well implemented CSR policy. This is due to the voluntary basis of the CSR activities and the absence of clear policy followed by majority of the companies. Most of the participants did not understand the meaning of CSR except when the researcher explained it. They first asked, *"what is CSR?!"*, then after the explanation they replied, *"yes sure, we have social responsibilities"* which shows that they relate CSR to social responsibilities only and are unfamiliar with the term. *"Aha, do you call it CSR?"*. Moreover, it was clear that there is no clear understanding about the CSR policy, and on what basis these companies are carrying out social or environmental activities except that they have social obligations. To make it clear, the reason behind having CSR policy is for enhancing their companies' image and for publicity. Remarkably, CSR is rarely used by companies even if their activities indicate the practise, albeit in an informal way (Russo and Tencati, 2009). This will all be discussed in the following sections.

6.1.1. CSR Availability

Most of the companies who participated in this study have a CSR policy except two who said it did not exist. The two tour operator companies claimed that there was no CSR, but just followed the company beliefs and commitments. *"No CSR policy. The company's policy, rules and believes are core of success."* (TO1). The second company added that there were voluntary activities, but not based on the CSR policy. *"No CSR policy, it is all voluntary activities not covered by a policy."* (TO7). Even though there is no CSR policy guiding the tour operators' practices, their obligation towards their social responsibility stems from their voluntary commitment towards implementing a CSR policy; they act according to each situation they face and not on fixed CSR policy.

Most of the companies that have a CSR policy claimed that it is clearly explained. It is the mother company's CSR policy that they are following stating some of the activities performed under the CSR policy. *"It is the mother company's policy to participate in many social activities such as blood donation, children hospital for cancers, inviting kids from orphanages and poor families around us to distribute food to them that would have otherwise gone to wastage. In many instances, foreign tourists volunteer to educate locals in different languages. We often step out of routine to engage in help out initiatives – for instance, we acquire used soap from guests that is then shredded and distributed to local communities."* (H3). It was not surprising to find that the CSR is western driven as all the hotels participating in this study are part of an international chain. Consequently, they will follow the mother company's policy. However, CSR practices are adapted and adopted according to the employees' imagination to fit local contexts. This finding is supported by Refaat (2014) who argued that CSR practices were initiated by multinational companies.

Furthermore, there are claims of having CSR in the company, but not well executed. As cited, *"It is clearly explained but not well executed."* (TO2). As also mentioned from a tour operating company, *"We do not have the means but before we had definitely had it on two levels for staff (CIB savings), and for outside (other people*

as in Luxor and Aswan we tried to maintain the tourism)" (TO4). This participant claimed that they did not have the means to do CSR activities currently unlike before, as tourism was in decline after the 2011 revolution, although beforehand they had given activities for employees and local communities. Accordingly, this shows that CSR comprises the social participation of the company and explains that the participants' understanding of CSR is merely social activities and responsibilities.

Nevertheless, although few of the companies in the hospitality and tour operator sector have a CSR policy, but it is not clearly explained and understood. *"We participate in events, charity, and community support initiatives, but we do that as good citizens rather than due to any CSR policy"* (H2). This shows the voluntary and charity activities within the company are not based on a well explained CSR policy which shows no understanding of CSR policy and its implications.

After investigating the CSR policy availability, it was essential to further investigate the drivers towards CSR commitment which will be discussed in the next section.

6.1.2. Drivers of CSR Commitment

This section will explore what makes companies participate or implement a CSR policy and the drivers behind its implementation. The three main drivers are corporate commitment, legal and social pressure.

6.1.2.1. Voluntary/Corporate Commitment

Most participants agreed that their company's CSR initiatives were ad hoc, voluntary, and only vaguely stemmed from the company's legal obligations as the following quotations from the hotel sector illustrate: *"It is corporate initiative, because we are part of big institute"* (H1); *"it's the mother company policy to participate in social activities. As blood donation, inviting orphanages, wastage of food giving to bank of food, foreigners volunteer to educate locals."* (H3); *"Our commitment to CSR is coming from corporate initiative as well as compliance with legal obligations (legislative pressure)."* (H7).

The previous comments disclosed that the CSR of these companies are based on the policy of the mother company or the company's initiatives. These companies are international hotels; therefore, they are following the main company's CSR policy. The companies depend on voluntary CSR practice. *"It is important to make use the voluntary approach in the CSR so in order to take advantages of what has the business offered from innovation, entrepreneurship and management capability. Companies should be free to choose the approach they want to respond to the community needs and the competitive market commands."* (TO6). The latter comment claimed that having the voluntary base of CSR gives the company the freedom of choice in how they are going to help the society and stay competitive. This is supported by a study for Steurer *et al.* (2005) who claimed that companies management relatively apply CSR activities voluntarily way. *"Stakeholder influence comes into play".*

Even the companies that do not have a CSR policy suggested that having one would be based on voluntary and owner commitment rather than legal pressure. This is true of the participants quotes, *"there is no CSR policy, but personal voluntary basis not the company"* (TO1), moreover said "*there is no CSR policy, but these factors may influence the commitment to CSR as voluntary commitment of the management and/or owners of the enterprise. Next, comes the legal obligations (legislative pressure)."* (TO7). The former quotes show that most of the interviewees chose the voluntary basis as the primary driver to commit to CSR policy. Even though the company does not have a clear CSR policy, there are still some voluntary activities albeit on personal basis and not a corporate level.

6.1.2.2. <u>*Legal Pressure*</u>

Correspondingly, few of the previous comments showed that the next driver was the legal obligation or legal requirement for the companies. *"Our commitment to CSR is coming from corporate initiative as well as compliance with legal obligations (legislative pressure)."* (H7) and "*There is no CSR policy, but these factors may influence the commitment to CSR as voluntary commitment of the management and/or owners of the enterprise. Next, comes the legal obligations (legislative pressure)."*

(TO7). Bearing in mind that corporate self-regulation has some drawbacks, previous research highlighted the narrow capability of mangers to include larger societal objectives in addition to the influence of business actions on the society (Qu, 2007). This emphasises the role of governmental regulation in supporting required social results. Thus, companies might exercise more responsible behaviour to escape hard governmental restrictions (Davis, 1973). Moreover, one of the interviewees from the tour operating companies thought that the legal pressure was not practical and would decrease the support from the company's side to the local community side. "*In my opinion, regulating social responsibility will not be practical with the different needs of local communities, that would weaken the personal commitment and inspiration that support it*." (TO6). However, this contradicts a previous study by Parker (2007) who emphasised the role of law enforcement to achieve more responsible outcomes either socially or environmentally.

6.1.2.3. *Social Pressure*

The third driver for CSR commitment was social pressure, resulting from customers' pressure. *"Customer pressure is of great importance to our CSR obligation"* (H2); *"There are new generations of tourists, they know that it became important to have effective CSR."* (TO2). The latter comment demonstrates that there is pressure from the customers to formulate an effective CSR policy. This is due to the awareness of new generations viewing corporate responsibility for their social and environmental obligations as it may affect the tourist's choice. However, it is not a powerful driver for the companies in the tourism sector. Participants in this study acknowledged the rising trend of tourists to travel sustainably. Besides, they have to satisfy the customers from downstream and upstream as well as dealing with social pressure from complaints.

On the contrary, the least pressure to CSR commitment came from society, tour operators, travel agencies and suppliers with sometimes no pressure at all. Most of the interviewees claimed that the tour operators and suppliers and other supply chain actors do not apply any pressure regarding the CSR policy. However, it is the other

way around in case of the hotels as they pressurise their suppliers. As shown in the following comments, there is no pressure imposed on the companies CSR policy from the suppliers and other supply chain members' side. This is expressed by most of the interviewees from the hotel sector in the next Table 6. 1.

Table 6. 1: Responses of Pressure from Social, Suppliers and Other Supply Chain Actors on CSR Commitment of The Companies

Statement	**Responses**
Pressure From Society Groups, NGOs, Suppliers and Other Stakeholders on CSR Commitment	*"Nobody is pressuring you, they do not care"* (H1); *"not applicable, however, in our CSR we depend mainly on some charity but not in this hotel, but in our hotel chain, our CSR policy is not big"* (H2); *"it is vice versa we try to pressure them."* (H4); *"hotels pressures suppliers"* (H5); *"I cannot say pressure, but it is embedded in our relationship with our suppliers and how we work with travel agencies, the way we engage with local communities. It is part of our system and in our policies."* (H8).

Source: Author's Data

These comments in the table above showed that there is an insignificant effect on CSR from external stakeholders which shows that the influence and degree of the stakeholders' pressure depend mainly on the wider institutional context (Rowley & Berman, 2000).

6.1.3. <u>Barriers to CSR Implementation</u>

After exploring the drivers to CSR, this section examined what constitutes barriers for implementing CSR policy. Among the obstacles highlighted in this study for CSR implementation were a lack of commitment, lack of coordination among TSC actors (suppliers, distributors and ownership), absence of trust in private and public actors in the establishment, lack of governmental support, lack of awareness, and lack of resources.

6.1.3.1. Lack of Commitment

Most of the participants from different sectors agreed that the lack of commitment of ownership is one of the main barriers for CSR implementation. One from the hospitality sector mentioned that the ownership of the company does not want to invest in CSR activities, *"They do not want to invest anymore."* (H3). Another from the government stated that when there is funding for training opportunity for staff, the company would choose not to train the stuff, as their absence would cause loss by taking time out rather thinking of the gains and profits in the long run. He mentioned "*There was funding of 60 million Egyptian pounds for training the workforce, however they refused to train the staff as the training would not compensate the period during the staff are away for training. The gains from training later would not make the same profit now. Their absence will be loss for the company rather than profit later."* (G2). The earlier quotes show contradiction between being committed to CSR through the ownership as the main driver but it being a barrier to have effective CSR implementation. However, the aforementioned comment explains why CSR does not have a sustainable perspective, as it explains that there are different priorities for the ownership of the companies regarding investing their money or keeping it and for immediate profit.

6.1.3.2. Lack of Coordination and Collaboration Among TSC Actors

Moreover, the commitment of the actors within the TSC is important for effective and sustainable implementation. Not only the commitment of ownership is the barrier, but also other members as suppliers and distributors affects the CSR implementation. A participant from a tour operator explains that the non-commitment of other actors affects the implementation of CSR: "*If the other actors are not committed this will affect the implementation."* (TO1). This indicates that the coordination and collaboration between the supply chain actors is important to achieve the effective CSR implementation. A participant from the hotel sector adds that this is the only barrier to CSR. "*Lack of commitment by suppliers is the only barrier."* (H4). Others agree. *"Sometimes it's the lack of commitment by suppliers. So, every private sector*

should have an obligation towards the community." (H5). Therefore, the lack of coordination between different TSC actors and stakeholders is a key to effective CSR implementation of social and environmental initiatives which requires actions on a larger scale with higher and effective coordination, thereby easing the implementation of CSR.

6.1.3.3. Lack of Trust and Credibility

The findings showed that there is lack of trust between members and within the sector. However, few related this to the non-commitment of the members stated in the previous obstacle, which resulted in lack of trust. The economic and political situation affects the trust of the members to implement CSR currently. *"The main reason is political and security conflict in the region and globally. Political tourism conflicts in the country, domaining the national industry for all the country."* (G2). The economic and political stability negatively affects the trust between the members of the tourism to implement and invest in CSR activities, which clearly hinders its implementation.

6.1.3.4. Lack of Governmental Support

The reason behind lack of interest in engaging companies in CSR policy is due to lack of clear governmental policy and lack of support for responsible behaviour. As mentioned by participant from the tour operator sector, *"There is no clear CSR policy in Egypt. This makes effective implementation of CSR agenda difficult and if we do CSR, it will be in our own way as there is no guidance."* (TO1). The latter comment shows that there is difficulty in coordinating CSR activities as personnel are acting individually. Therefore, the CSR effect on society and environment will be minimal. Additionally, the absence of governmental support to initiatives of CSR result in highly priced CSR programmes for tourism companies. One of the participants from the government sector mentioned, *"The main reason that hinders CSR implementation is political and security conflict in the region and globally. Political tourism conflict in the country, domaining the national industry for all the country."* (G2). This explains that there are some barriers for CSR implementation for political and security reasons. Therefore, clear government guidelines, policy, regulations and legislations

for CSR besides a positive political situation should encourage the adoption of CSR by companies within the TSC.

6.1.3.5. Lack of Awareness

There is an absence of knowledge and awareness about CSR practices, although most of the companies were participating in various ways in some CSR practices. Nevertheless, the study findings showed that the companies have little knowledge concerning CSR and assumed that CSR is understood mainly as participation in charitable practices that tackle socioeconomic challenges within the local community where they operate (Bello & Kamanga, 2020). Some participants are confused: "*what is CSR?!*" which explains that some companies still do not know what CSR is and that CSR is not clearly explained.

6.1.3.6. Lack of Financial Resources

In this study, lack of money and resources were considered a barrier to CSR implementation. There is a lack in essential resources such as human, financial and time to engage effectively in CSR initiatives. The companies also believed that engaging in CSR would distract their concentration on the business, in addition to straining their finances and workforces. Moreover, there is lack of time to invest in CSR. A few felt that time is a significant obstacle, as lack of time affects the implementation of practices or even developing new projects. *"There is not enough time. If we focus on something else that means that opportunities to grow are less which results in less CSR. So, we need to compromise time and money."* (TO1). Most of the participants claimed that their companies have not got the financial resources to participate in CSR as a broad or comprehensive programme, or even expand on CSR. *"We would like to participate in CSR, but currently we do not have enough finance for CSR projects."* (TO4).

6.1.4. CSR and Sustainability

With some companies, the concept of sustainability is embedded in the CSR policy of the participants. Their CSR is no different from their CSR policy and there is a

sustainability plan within its CSR. The following quotations showed that the sustainability plan is embedded and matched with the CSR of the companies from different tourism sectors. *"CSR is no different from the sustainability plan, it matches."* (H3); *"It is integrated."* (TO3); *"It is matched."* (G2); and *"They are integrated within the policy. They are all interrelated; tourism policy has a lot to do with the environment and being an economic activity."* (H4). There is obligation from the sector for environmental matters and tourism to be an economic activity. Moreover, CSR manages sustainability activities and initiatives. *"Sustainability is there and consequently it is managed by our CSR."* (AT1). A tour operating company that has no CSR policy recommended that they need to develop corporate sustainability through CSR. *"Actually, develop corporate sustainability department dedicated to social projects. Develop CSR department working for that and allocate as much as you can to spread awareness through people and the most important is monitoring."* (TO2). Similarly, one of the participants highlights that sustainability needs to be firmly created into a written policy so its key principles can be comprehended by everyone. *"Sustainability starts from contracts and policies in order to be sure that it is understood to everyone and is at the same in the head of each one."* (H7). The previous views explain that there is future direction for the companies to include the sustainability in CSR policy, but it is still in its initial phase and the means to implement it is missing.

There is a viewpoint assuring the importance of sustainability to be integrated with the CSR activities of the company to use it as a marketing tool, to promote sustainability through the CSR. *"In fact, it is used as a marketing tool, however you will have divided groups and still some disagree even if they have the same goals."* (G1). This conception is not accepted by all, as sometimes the sustainability goals may be different from the CSR goals of the companies, possibly leading to different outcomes. A few agreed that sustainability is not different from CSR, but there are different initiatives. *"CSR is not different than the sustainability plan, but there is different initiative. The policy in general like in carbon footprint for the company is reported to website and we put facts and measures to sustainability."* (H1). This shows

that there may be the same general outline but different ways of applications. Another two participants argued that their CSR policy is different from the sustainability plan.

Few interviewees had a different opinion as these companies' CSR policy does not have a sustainability plan, and they act according to each situation individually. The reason behind this was the absence of tourism flow at that time. *"No plan, but measures taken per each situation (surprises accordingly you take decisions). There is no tourism currently and there will be no tourism before 5 years. There is direction to build in customers first. Customers divided in to international or local. International either pure tourist or pure conference meeting, and local are local business tourism."* (H2). The latter comment explains that sustainability is not a priority for this hotel as they need to build customers numbers first and the flow of tourism. Likewise, other companies that have sustainability within their CSR, argued having a sustainability plan within the CSR policy would make no change and not make the company more responsible. *"Actually, there is nothing responsible about it, in fact it changes nothing."* (TO5). This indicates that there is a misconception and misunderstanding of the terms CSR and sustainability. It also shows that there is a resistance to change to achieve sustainable goals in an effective way. There is also a prioritisation for returning tourism flow rather than sustainability implementation goals.

6.2. Social Performance

It is clear that not all of the companies in this study have formal CSR policy and sustainability initiatives, but those who have stressed that their activities are mainly in social aspects. The CSR of the companies has a social dimension, but not all the companies have a formal CSR and sustainability policy. Nevertheless, all these companies participated in CSR activities in one way or another, as will be discussed next.

6.2.1. Charities and Donations

These social activities are mainly based on contributing to the society by charity and donations. As the participants mentioned, their social contribution is through donation

of food and money to charitable organisations specially in the holy month of Ramadan as part of *Zakat*. Additionally, there are contribution through donation to hospitals and orphanages either by visits, money or blood donations. As mentioned by several participants from the hospitality sector, *"In Ramadan there is a charity Iftar, orphanages visits, 57357 hospital donations."* (H1). Other participants from the hotel sector mentioned, *"little donation as donating goods, funds and sanitary ware to various charitable organisations."* (H2); *"Hospital's donation, aid hospital and cancer treatment in children's hospitals and cancer hospitals, we host some events adding to those donations."* (H4); *"donations in hospital buildings and specially during Ramadan we do more charities."* (H7). All these participants agreed that their participation to CSR is mainly through donation either to hospitals or other assistance to charities. From these findings, most charitable activities take place in the holy month of Ramadan. Another participant added blood donations to their activities in addition to efforts towards helping poor families and educating the local communities. *"Mother company policy is to participate in many social activities as blood donation, children hospital for cancers, inviting orphanages from kids' houses around us 4 or 5 times a year, giving wastage of food to poor families, encourage foreigners to volunteer to educate the local different languages."* (H3); *"Hospitals, donation and orphanage, orphan's day celebrations, and a conference around people with disabilities, among other events."* (H5); *"Donations to hospitals and charity iftars in Ramadan. Also sponsoring various educational conferences; sponsoring a group wedding."* (H6); and *"We donate food wastage to food bank, adding to charity giving to hospitals."* (H8). The former opinions from different participants from the same sector agreed on different efforts and activities from hospital donations through blood, money donations and food. They participate in social events such as orphanage day celebrations and sponsoring group weddings. Most of the participants mentioned earlier the holy month of Ramadan in their initiatives either by donations or money taken by charities to help the vulnerable. Avina (2013) stated that this is categorised as a short-term effect and not based on sustainable development with a long-term impact.

CSR activities regarding the social dimension in the tour operator sector also goes to charity giving and donations. *"Charity giving to NGOs and Donations."* (TO2)

and, *"Donations to hospitals."* (TO5). Most of the participants mentioned that these activities are on a personal basis or when there is an excess of money. *"Charity giving to NGOs on personal basis and donations"* (TO1); *"Charity giving to NGOs, hospitals and medical research donation, and little donation"* (TO3); and *"Charity giving to NGOs and little donation when we have excess to money. We offer services to charitable and educational organisations at a discounted rate."* (TO7). Even more, one participant mentioned that they offer services but not money as, *"service of inauguration of hospital but not money."* (TO4).

However, only one participant mentioned that everyone is doing the same thing and giving donations to charities criticising donations they are not beneficial in the long run. One tour operator stated, *"Charity giving to NGOs and donations; training and employing students in an effort to eliminate unemployment. On the long run donation alone is not beneficial so if you donate 10% to a charity, on the short term there are some benefits financial wise, but not really on long term because everyone is doing things in the same way."* (TO6). This quotation highlights that there is no development plan regarding the donations and the outcome is short-term which contradicts with the definition of sustainability. However, this was the only participant from the tour operators, spending for development, training and giving work opportunities to students to reduce unemployment in the sector. This point of view confirms the idea of CSR in the companies is not established for sustainable development. In addition, it establishes that there is no coordination between different actors within the TSC as discussed earlier in CSR and sustainability barriers. This leads to unfair, biased distribution of funds and efforts for the community.

The findings of the CSR activities from the government side were the same as stated earlier, but with more focus on social development in different fields. *"Donations and fundraising efforts to support charitable organisations in healthcare, education, and social development"* (G3); *"Charity giving to NGOs hospitals donation, medical research and donations to several public healthcare providers."* (G4). One of the participants gave attention to the ways that could help the local communities, claiming that it comes from donating money besides the physical help

either by time or effort. *"There are two means to help local communities such as donating money and donating time and manpower."* (G1). Another participant highlighted the value of creating work opportunities as this is the main reason to decrease illegal immigration. It was clear that the government is considering the work against illegal immigration as well as efforts for charity giving and donations. *"Charity giving to NGOs and donations, medical research 'virus c'; and climate change reduction. How to work against illegal immigration from area as North Coast which is more important in tourism industries worldwide especially in Egypt. As more creating job opportunities in region of illegal immigration the more you lessen it. Accordingly, we took donations and grants from EU, ENPI (European Neighbourhood and Partnership Instrument), and the Euro Med (European Mediterranean) as tourism is the biggest opportunity for providing job opportunities."* (G2).

The participant from the air transport sector added that besides charity giving and donation to hospitals and medical research, there are more detailed CSR activities. *"Charity giving to NGOs, hospital's donation, medical research and donations. Beside others as sponsoring a world cup sports tournament; we signed a protocol with prime pharma which is specialised in the field of medical tourism in treating hepatitis virus C, also the official carrier of medical tourism campaign 'A World of Free Hepatitis C' we aim to put Egypt on the medical tourism map; Participating as official carrier to dinner held by Telemed in a US hotel and the outcome of tickets sale are donated to equipment purchase for 'Abu Al-Reesh' hospital; organising visits to hospitals as '57357' and 'Al Qasr El Eyni', where a group of cabin crews participate in handing children gifts wishing them speed recovery; we were the official carrier for Miss Universe visiting Cairo to activate tourism; sponsoring the Egyptian world squash champions and the official carrier for all their competitions locally and internationally; participating in many international tourism exhibitions; participating in 'Cairo International Book Fair' and organising a seminar called 'EGYPTAIR and its role in supporting tourism and youth preparation."* (AT1). The previous participant explained some CSR activities related to medical aids and donations even sponsoring medical campaigns, as well as sponsoring varieties of social and sport events or being the official local carriers. This finding is supported by Coles *et al.* (2014) who claimed

the main theme of CSR in the aviation industry is the well-being of society through community support, fundraising of projects as cancer research and children in need, charities, and sponsorship such as football. Another theme includes compliance with legislation towards employment and human recourse practices, involving fair recruitment, selection, training and offering development programs.

6.2.2. Providing Job Opportunities

The participants in this research highlighted the role of companies' activities in contributing to poverty reduction. This is mainly through providing jobs opportunities and teaching people. There is a direct and indirect impact from the contribution as there are different tiers in the TSC which generate different industries. Tourism generates many different sectors that serve the tourism activities offered. The following participant from the hotel sector explained the different activities that are generated from tourism, such as construction work in buildings, collection of waste, and dealing with food suppliers and transportation. A participant from the hotel sector stated, *"Definitely, because you have lots of people in different layers in tourism industry that require jobs but do not require previous experience or qualified, but we employ and teach them. There is direct contribution as for working for us and indirectly which are not working with us directly. These as workers construction to do some parts of the hotel's contractors, company that are collecting garbage, small supplier for vegetable and fruits, contractors for supplies all that included and even including drivers, cars, taxis and transportation."* (H1). A tour operator added, *"surely it will as tourism is giving good working opportunities and it is connected to many industries. So, maintaining tourism is maintaining many industries and accordingly working opportunities."* (TO7). With the same view from the government sector, the participant mentioned how tourism links to other different industries. "*Yes, sure indeed indicators says that each tourist room provide two direct job opportunities and 3 indirect job opportunities comes from the other industries as in factories, food and beverages, transportation, bazars and handicrafts. If we talk about the market share, we will find that tourism is related to more than 75 supply industry."* (G2). Similarly, the transport sector, stresses the same idea of connection of different sectors

to tourism. Air transport is affected directly by tourism flow and the sustainability and stability of this flow. "*Yes sure, if we as transport sector in connection with tourism maintained a good sustainable and stable flow of tourist all year around that would reflect on the communities directly and indirectly. The wheel of economy will move and will impact the poor sooner or later. As we said before about many industries will be affected and employment opportunities will be created."* (AT1). In the latter quotation the participant highlighted the effect of sustainable tourism on the economy, people, and industries and how this can affect the poor and poverty sooner or later, directly, and indirectly.

Generally, most of the participants agreed about the importance of providing jobs to the community that will help in reducing poverty. There is a positive impact on the community from social development and through providing job opportunities in the industry. A statement from the hotel sector confirmed this. *"Yes, as it is a good source of income and decrease in unemployment which will lead to reduce poverty in the communities."* (H7); and from the tour operator sector, *"Yes, if there is tourism will increase employment and reduce poverty."* (TO1); *"Gives the most to work opportunity."* (TO2); *"through employment opportunities and reduction of unemployment."* (TO3); *"it depends on how tourism contributes to the local community and surrounding people, but overall, yes it will reduce in poverty even if it is in the long run."* (TO5). From the government point of view, there is a direct positive impact of tourism on the community or wherever there are tourism activities or development which will result in reducing poverty. *"Yes, I can say that any tourism development will affect the social community directly and consequently reduce the poverty in the area where there is tourism developed."* (G4). These viewpoints illustrated the previously highlighted importance of job creation as a direct effect in the poverty reduction.

There is a strong correlation between sustainability and its role in reducing poverty to communities. *"Definitely yes, if we have sustainable tourism."* (H8). A participant pointed out the role of the forecasted sustainable development strategy 2030 to provide more job opportunities and decrease unemployment. *"Yes, in the*

sustainable tourism development strategy 2030 there is a forecast that developing tourism will provide more job opportunities during the next ten years, which means that it will cut the current unemployment between locals, as long as local people are prepared to take up jobs in the tourism sector." (G1). Also explained by the participant from the air transport sector, *"Yes sure, if we as transport sector in connection with tourism maintained a good sustainable and stable flow of tourist all year around that would reflect on the communities directly and indirectly."* (AT1). The latter comment shows the importance of sustainability to the sector towards the employment and poverty reduction, also explained in chapter 5, that providing job opportunities was one of the drivers to apply sustainability in tourism. The government side did not only highlight the role of sustainability of tourism to offer good working opportunities to reduce poverty, but also emphasised the role of education. *"Yes indeed, if we are able to make tourism sustainable that can provide a good employment opportunity and raise funds for better education which in my opinion reducing poverty starts from better education."* (G3). The findings highlight the importance of education as a means to reduce poverty in the community not just through providing jobs. This refers to the barriers to achieving sustainability discussed in chapter 5, as lack of education was one of the main problems to achieve sustainability. Consequently, providing good education is a key to reducing poverty.

Regarding the direct and indirect contribution to poverty, *"Yes, as there are 70 to 80 industries benefiting from tourism directly or indirectly as I said before, which is economic benefit. Also, tourism sector absorbs around 4 to 5 million Egyptians working in this sector."* (H3). Even more agreed from the hotel sector about the indirect effect on poverty reduction. *"Indirectly: as hotels will never end poverty but will give opportunity of work which can reduce in poverty reduction."* (H2), and, *"yes indirectly if we have a good flow of tourism."* (H6). One of the participants agreed that there would be a contribution to poverty reduction, but it was hard, as the population is high, so not only tourism would solve the problem. *"It is hard to say that it will reduce poverty. Egypt's population is over 100 million and tourism is not the only sector that will reduce poverty, but there is definitely a contribution."* (TO6). The participants agreed that there would be a contribution to reducing poverty from any

business adding to that the tourism sector, if it returns to its normal flow. *"Generally speaking yes, it should do, but in fact tourism is having hard time now. However, any successful business will reduce poverty."* (H4). Most of the the participants incorporated the view of delivering positive influence in their answers as a result of sustainability social practices. Still, there were some differences in the answers regarding whether its impact was direct or indirect, but most of the participants agreed that tourism had an indirect impact on poverty reduction.

6.2.3. Supporting and Involving Local Communities

There is positive contribution to the community through different measures agreed on by the participants in this study. The activities performed to help and assist local communities include actively purchasing products and services produced locally. Most of the participants are trying to purchase products and services that are produced by local community. *"Sometimes there is no other option."* (H1). They try to organise tourism events with the local community such as, "*Iftar of Ramadan*" (H1) and provide details of local events to customers. *"We provide them in the newsletter and the tourist book experience."* (TO4); "*We do this through our marketing tour operator office Karnak."* (AT1). Some of the activities include engaging poor communities in providing tourism facilities and visits, such as accommodation guiding, visiting attractions, village visits, catering and events for small tourism businesses and even visits to orphanages, *"orphanages visiting"* (H1). More participants from the government sector added, *"We have a very successful case study in Dahshour where 5 UN agencies worked on it, and it was published in the report of the UNWTO."* (G2); *"We are responsible to work together with the communities and to encourage our clients to positively interact with their projects."* (G3). This shows the commitment of the company towards the local community. One of the participants from the hotel sector added, *"We try to assist and give advice to poor communities on tourism business development."* (H1). The previous comments presented the efforts towards local community involvement and development through company advice and encouraging customers.

The findings indicated that 8 of the participants were involving the local communities in their development decisions. However, none of them were from the hotels participating in this study. The participants mentioned that when making a development in a specific area or project they involve the people from the local community and include their opinions in the projects. *"Before making any project development we gather people from the community to ask them about the project and what they need so we can put it in consideration."* (TO3); also mentioned by another participant from the same sector, they do involve people in cases of development. *"Just in the area we are in charge of, if you want to build and make development"* (TO2). Furthermore, they ensure the importance of the local community to the company as they are part of the organization structure. *"Local communities are within the whole organization, and they are locally employed in various destinations."* (TO6). These comments show how important and vital the people are to the organisations, since the local people of the developing area are also working within the organization and are connected in different places. Correspondingly, one participant highlighted the importance of connection and communication with the community to reach the companies objectives saying, *"Our aim is to be able to communicate clearly about our objectives and the ability to identify the right people in the community."* (G4). This shows the same idea of involving the locals and having good communication with them. One from the government sector explained the phases of involving the local community within any projects including phases from a public campaign, workshops, presentations of the project and sharing the final plan. *"We do workshops among the community and before the plan implementation. So we go through these phases: 1) public awareness campaign; 2) workshop of involvement about tourism development to explain what tourism involvement introduced to local community; 3) workshop for presenting the tourism plan and they need to approve it with a good percentage; 4) presentation of final tourism plan; 5) planning by sharing, we take some of the well presented as well-educated people or have worked before in tourism industry, then they became partner through development as representers of their local community. As having certified local tour guide from local community."* (G2). The latter comment explained the detailed steps the government takes in involving the local community in

development projects. Not only are they involved in the planning stages, but also through the implementation and being partners in the projects. In addition, they provide job opportunities as tour guides to the area where the project is implemented.

This was not only the view from the government side, but also from the air transport sector. *"Our local stakeholders which include residents in surrounding airport area, airport employees, and nearby services and businesses owners. Firstly, we organise a public consultation with the participants and according to the proposed feedbacks we carry out a systematic social assessment or a survey to involve the local stakeholders and to get their perspectives regarding the project proposal. We then address the issues raised by the participants in the meetings and the possible impact of the development regarding air quality and noise in the airport and the local communities. We address their concerns and convey information into their satisfaction in ESIA*[3] *document."* (AT1). The preceding quotation illustrated similar procedures of involving the local residents and people of the community in a new proposed project. Besides addressing the issues accompanied with the proposed project and its impact on the people and the environment, they consider the local communities' feedbacks. Another participant from the government side added that in order to have local people caring about the projects in their areas, they offer education to them about the place, the environment and people they will deal with from tourism activities within their areas. *"We need to have caring people in our industry. So, they need to be educated how to be caring about the environment, the planet we are living in, about the people we are working with and about the communities we are dealing with."* (G3).

All the earlier findings stressed the importance of involving the local communities in tourism planning besides educating and providing job opportunities which also indicate a positive social attitude towards social sustainability. However,

3 Environmental and Social Impact Assessment: A process for predicting and assessing the potential environmental and social impacts of a proposed project, evaluating alternatives and designing appropriate mitigation, management and monitoring measures.

this was not in the findings of all the participants or even half of them, but there is a good initiative to achieve social sustainability.

On the contrary, 12 of the respondents agreed that there is no involvement for local communities in the development decisions stating, *"Not applicable."* (H1, H5) and another said that when there are new development projects the government does not involve any of the local community in their decisions. *"Government take these decisions and implement it on locals without involving them."* (TO1). The previous comments showed the opposite view from the aforementioned. These respondents agreed that the government takes the decisions without returning to or involving the local communities in development projects.

However, all the participants agreed that planning for new tourism infrastructure has a positive impact on poor communities and only two said that there is no impact. All the participants agreed that there is positive impact from tourism services on local communities as a result of development except two. The participants that agreed on the positive impact resulting from tourism development are mentioned in Table 6. 2 below.

Table 6. 2: Responses of Impact from Tourism Services on Local Communities Resulting from Tourism Development

Statement	**Positive Responses**
Impact From Tourism Services on Local Communities as A Result of Development	From hotel: *"Any development will be positive for everybody proportionally."* (H2); *"impact on the infrastructure, positive impact, events, projects within the surrounded communities."* (H3); *"Positively, as when tourism comes it brings jobs."* (H4). From the tour operator: *"positive impact as they want to have development for tourism as it is more income."* (TO1); *"Economic and social benefit and a chance to sell their things. However, it will be negative if you do not take care of their fragile infrastructure."* (TO2); *"we look after their need in our project and we do not have effect on their employment."* (TO3); *"any development is good for*

	the community as it will encourage people to be involved in tourism activities on way or another." (TO5). From the government: *"There is a share from tourism in enhancement of infrastructure. Whenever tourism resources found it is an opportunity to make development. As building infrastructure of roads and water. So, it is a way of helping the local community through tourism development, other businesses are doing it just for the sake of developing the tourism only. So not just offering job opportunities to people around the tourism development but rather offering a good life to people living based on the tourism development. So, I do not call it community-based tourism but community-based development, means that it is the contrary community is not based on tourism but based on the development."* (G1).

Source: Author's Data

These comments explained that in one way or another there is a positive impact from tourism development either economic or social impacts, from job opportunities, generating income, involving people in tourism activities and infrastructure development.

On the contrary, the two participants from the tour operator and government sectors thought that there would be a negative impact resulting from tourism activities and development assuming there was a change in the culture and the identity of the local communities. Different studies claimed that the loss of culture identity of the hosting country is one of the noteworthy socio-cultural effects of development in tourism (Agba *et al.*, 2010; Brohman, 1996; Wall and Matheison, 2006; Yang and Wall, 2009). A few of the interviewees were concerned about the possibility of losing their cultural identity from tourism improvements as shown in the following statements. *"There are some changes in the culture and loss of identity."* (TO4), Similarly, *"it might change local community behaviour and custom, so it is important to conduct public awareness campaign and train local people how to reserve their*

culture as a main tourism resource. The tourism activities may act negatively on the social carrying capacity. As example if you have a community with very preserved and religious culture or rural, they will not understand culture wise all tourists sent to them. Their way of thinking culture wise will not help tourism otherwise they will seek their benefits from tourists not as way of living, but as way of getting use from tourism which may cause the degrading of the culture and later tourism in this community. If the features of the community changed the tourism itself degrades and we cannot keep it as it was. Even that affect the way of building as in Siwa which is natural cultural touristic place on special building designs, if you stuffed them with more tourist capacity than they can have. They will make more building capacities which might be different from the original culture there and then you will lose the authenticity and the originality of the place. Adding to employing from outside their community which will merge other cultures leading to losing the main complex community culture." (G2). These comments presented examples of how tourism development can have a negative effect on the culture of the local community, especially in areas which have a special or religious nature either with the people or the buildings, possibly causing the degradation of the culture and the places (Jaafar, 2015). Therefore, when planning for sustainability of tourism, the idea of carrying capacity in tourism needs to be implemented and taken in consideration. This can provide a full emphasis in tourism development, either economically, socially, environmentally or physically (O'Reilly, 1986). The application of this concept helps in determining the real situation in a destination and whether its state can accept more by the different stakeholders in tourism, e.g., locals, tourists and tour operators (bin Yusoh *et al.*, 2021). In fact, policy makers in tourism need to have a balanced plan for the existing carrying capacity and can endure to achieve long-term sustainability (Marzetti and Mosetti, 2005). The participant also explained the risk of development on the culture of the people, as tourism may not be a job for them to keep and preserve; otherwise, they can benefit from it regardless of the nature and features of tourism. Later, this can lead to the degradation and ruination of the place. Therefore, to overcome this negative effect, the participants feel that there should be more effort to change local attitudes towards working in tourism sector, even if tourism is recognised as an effective mean for

creating employment, with other numerous advantages. (Lacher and Oh, 2012; Lansing and De Vries, 2007; Oh, 2005).

Moreover, the participants were asked if they paid any attention to access resources, land, local communities when planning and managing tourism service. Almost all of them answered yes except two from the hotel sector. The next Table 6. 3 shows the responses from the participants.

Table 6. 3: Responses of Attention Paid to Access Resources, Land, Local Communities When Planning and Managing Tourism Service

Statement	**Positive Responses**
There Is Attention Paid to Access Resources, Land, Local Communities When Planning and Managing Tourism Service.	From hotel: *"I think we are planning how important the tourism to local business."* (H3); *"Basically, tourism changes the environment being a lot of changes as building hotels extend services, therefore this has to be successful in any area of sustainability in terms of issues, subject or topic. Tourism has full respect, and we work side by side."* (H4); *"we try but it depends on our budget."* (H5); *Tourism is useful for the local community as it leads to the development of traditional industries, drama and folk arts, so definitely we do."* (H6); *"In Egypt, tourism is a great wealth, where there are lots of resources and promising future for the next generations. Definitely, it must be for the benefits of the society."* (H7); *"To achieve sustainability, you need to make sure that what you do would not affect other people and the environment."* (H8). From tour operators: *"We always need to check hotels services, restaurants, company offering services, choose the areas where they go (facilities)."* (TO1); *"You get the tourist and the company guide with them and part of their job to recommend places."* (TO2); *In the development of any project, we take care of the landscape, and preserve natural areas, try to make water purification and reduce environmental pollution, and water recycling."* (TO3); *"We try through our guides and tourism packages."* (TO5); *"We donate in*

	projects that are supporting and providing benefits to the communities." (TO6); *"We try to do, but it is still the minimum that we can do for local communities."* (TO7). From government: *"Yes, whenever there is tourism found, there will be opportunities to enhance infrastructure (community-based development)."* (G2); *"Of course, this is our role when we plan for tourism in the city."* (G3); *"Definitely, it is international process and ethical aspect and if we did not look after our resources there will be nothing left for the generations coming behind us."* (G4).

Source: Author's Data

Table 6. 3 presented the positive comments regarding attention given to resources and communities when planning and performing tourism activities. Mostly all the comments highlighted the importance of tourism and highlighting its benefits on local communities. Most of the respondents stated that there are efforts towards giving attention to the resources and local communities. However, one of the respondents H5 stated that it depended on their budget. Although efforts may be slight, the initiatives are there as mentioned by TO7. Others stressed the importance of resources and the idea of continuity and sustainability in tourism as stated by the respondent TO3, that they put in consideration the resources they are dealing with when developing any new project. Even if they are right and there are no improvements in the environment and local people, it is still questionable if these companies are delivering a direct positive influence with their practices. In contrast, only three do not take care when accessing resources and local communities while planning and managing tourism activities.

6.2.4. Preserving Cultural Heritage

In addition, all the participants agreed that they offer a well-established tourism product related to cultural heritage as visitor management, provision of information and interpretation at sites. As stated by a participant from the hotel sector, *"whenever is needed but normally visits are managed by tour operators not by hotels."* (H4).

However, this participant mentioned that its mostly the tour operator's role through the tours agreed on, but they can also act similarly. *"We try to tell people what to do and explain why and also share the consequences of their actions specially in cultural and natural heritage areas."* (TO6), also through giving recommendations and advice and collecting claims, *"through recommendations based on reports upon claims"* (G1).

Furthermore, the companies make efforts to improve understanding among tourist and locals, offering workshops and training to their employees on how to deal with and talk to tourists, and make them aware of the difference in language and cultures. From the hotel sector, *"We train staff how to deal with tourist what is yes and what is no."* (H2); the government sector stated, *"Through workshops, through tour operators and Egyptian Tourist Federation (ETF) which implement the ministry policies. As in harassment we obliged tour operators to train their staffs to use special wording as not to be misunderstood. They should also learn about different tourists' cultures as they are different than our culture."* (G2). This comment demonstrated the efforts by the government to provide a satisfactory tourist experience yet avoiding any misunderstanding. Efforts are not only efforts made by employees of the companies, but also the people in the society. "*Yes, with local community as well."* (H5). The efforts are extended to tourists' understanding of the events, places, and people they are dealing with. The companies are trying to involve the tourists as well with events, traditions and culture. *"In many cases we educate clients and guests about local events and special timing of the year like in Ramadan."* (H4). Even through advertising and marketing the special events in the place or the period where the tourists are they state, *"advertisement and marketing in this touristic area."* (TO3). Tour guides explain directly, *"through tour guides, they explain traditions and rules of life for tourist so they can adapt with them."* (TO1). The previous statements explained that the participants are trying to enhance the understanding of the tourists regarding the places they are visiting and the people they are dealing with. This also shows that the participants are keen to illustrate the different traditions in the places visited by tourists, especially, in the touristic and heritage areas which have unique

characteristics. Therefore, we can say that there are positive social attitudes by the companies participating in this study regarding preserving culture heritage.

6.2.5. Preserving Natural Heritage

There is a commitment to preserve natural heritage through paying a percentage of revenue to the ministry of antiquities, *"For the Palace and the historically part, in addition to there is 1% deduction of revenue goes to the ministry of antiquity."* (H1). Another hotel is a historic palace and should preserve all its assets to keep it in good shape and condition or otherwise it will lose its originality. *"This hotel is a natural heritage 1867, heritage in this hotel is protected. There is responsibility for all antiquities like sofas, suits old doors to be in good condition and shape. We offer tours in historical suits as Om Kalthoum suit, Churchill suit, Mena House place."* (H2). There are other initiatives involving cleaning of sites, water and garbage besides awareness of the local people through volunteers, as stated by a respondent from the hotel sector. *"We are making initiatives in cleaning some water beaches, volunteer divers, huge quantity of garbage, and clean historical sites with volunteers to draw the attention to locals."* (H3). Moreover, another mentioned, "*through cleaning campaign*" (H5); *"it comes implicitly on a clean place you will keep it nice."* (TO2). The comments highlighted the role of being clean and keeping places clean to preserve the natural heritage.

There are some projects to preserve the nature as mentioned from the respondent from the government sector. *Project conservation of natural reserves in Egypt as Gabal Elba (Elba Mountain) and Zaranik lake. There is a project funded from UN called the swaying birds, the birds travel through the warm winter passages around the world, so it comes to Zaranik lake from Sinai up to the length of the Red Sea in millions then to Africa. It is her immigration season to mate and lay eggs in winter. We studied this travel pass and made this tourism which is called bird watching. We give special orientation for tour operators to tell the tourists about three important principles which are: do not touch, do not change it, do not leave anything after you. But it is very limited people come to take pictures and it contributes to*

scientific tourism to study. You have scientists or painting artists, photographers. But it is limited as there is no services serving this area, it needs better infrastructure. In every point you need to offer services and facilities with international standards. As internet available, good transportation, caravan serving the tourists coming." (G2). The earlier script showed that there are projects to preserve natural heritage specially in specific times around the year. However, they need more services to meet international standards.

6.2.6. Employees

Regarding social activities for people internal to the organization, all the companies consider the importance of the wellbeing of their employees. These companies provide a good working environment, listen to their employees, and have a good gender/age mix. Additionally, legislative basis is sufficient for requiring and enforcing decent work in the companies and tourism sector. As the respondent pointed out, *"unsatisfied employees will give unsatisfactory services."* (TO4). This explains why companies are keen to have a satisfactory work environment and enforce it with legislation as to achieve better employees' output. This can assist businesses to achieve an improved financial outcome by offering improved services of good quality (Chi & Gursoy, 2009; Park & Shaw, 2013; Xu & Gursoy, 2015). A few argued that there is no legislative basis sufficient for requiring and enforcing satisfactory work even if they agree about its importance, "*but ideally it should be very important.*" (G2). Additionally, all the participants agreed that by law they have to employ 5% of their employees from a disadvantaged group.

Regarding salaries of the employees, not all the participants agreed that the salaries are suitable to maintain a good standard of living. Most of the comments agreed that salaries in Egypt are quite low, but the companies agreed that the salaries in tourism are good. The following scripts support this idea as mentioned from different actors in the TSC: *"Average salary is above the average salaries in other employments because length of years and experience. But in Egypt the salaries are low and below the average comparing to other countries as UK, but relatively*

suitable" (H1); *"I cannot say exactly, but tourism is one of the well-paid sectors."* (H4); *"We are paying a good salary so that to ensure their desire to work with us, and everyone is benefiting. In that way we support them personally to create chances for themselves."* (TO6); *"salaries are very good. The juniors take from 6000- 7000 and seniors from 10000-15000 EGP."* (G2). Other participants argued that salaries need to be higher especially since the situation in tourism is not as stable as other industries. There are long working hours with no holidays. As cited, *"Salaries need to be raised, our job is all year job no holidays and long working hours it is 24/7."* (H6). Although the numbers varied between companies, they still see that the minimum salaries need to be increased. *"The high-end employees take 15000+ EGP + 15% service charge which is quite low."* (H2); *"It was a challenge, since 2011 as we could not increase the salaries and refusing the minimum wages which is 1200 EGP plus service charges 70-80 tips."* (H3); *"Salaries are split into fixed and variables depending on the volume of business (in a profitable season they would be more satisfactory)."* (TO4). The preceding quotations explained that salaries are divided between fixed and variable which depends on the seasonality of the service, because the fixed is quite low and the salaries will be satisfactory just on a high-volume business. It depends on the service charges plus the tips taken. This mirrors the same opinion of previous research that the majority of tourism jobs are low paid and less skilled (Harrison, 1988; Sharpley, 2000; Walmsley, 2004).

Still, findings showed that participants in this study offer medical care for employees as mentioned, *"We are always keen to provide a good working environment for our staff with some benefits, as providing health care."* (TO7), as well as social benefits for employees like clubs, gyms, and social activities. Similarly, it was claimed by Gursoy & Swanger (2005) that businesses need to provide high quality services to their employees. Even if this depends on the budget as one participant mentioned, *"on limited scale. Government (EGOTH) standards no budget or very little."* (H2). There are still efforts in all categories of the employees, *"we do outings with housekeeping."* (H3). Furthermore, they organise social activities for the employees such as marathons and entertaining activities. *"Organising cycling marathons for employees to enhance*

the relation between employees and provide entertaining atmosphere." (AT1). These findings show a positive social attitude towards the employees.

Beside the activities stated earlier the companies regularly audit the knowledge and skills of the employees, although its importance to the company differs from one company to another. Most of the participants agreed that they do audits on annual basis as said, *"Annually audit meeting"* (H1). Moreover, the companies accepted that it is important to promote employees, while some of them do the 'employee of the month' as encouragement for a more professional performance *"According to productivity of them, but we also do employee of the month."* (TO4). Mostly all the respondents agreed that there is a system of qualifications and skills standards relevant to the sector needs.

Conversely, three said the contrary commenting, *"We have bad staff training and services."* (G2). These respondents agreed that there are not appropriate qualifications and standards regarding the employees and their skills, if the sector needs more training, even if there is agreement about its importance for the sector. The reason behind this is an absence of monetary means to offer suitable and sufficient training in sustainability issues and the related skills among employees. One tour operator said, *"time and means are not sufficient."* (TO4).

6.2.7. Customers

Overall, companies participating in this study ensure a satisfying and rewarding experience for clients. In addition, most of the companies in this study are marketing socially and environmentally sustainable tourism packages to tourist. This include marketing green places, *"we are trying to market more places were called as green."* (TO1). This encourages tourists to choose companies with sustainable practices. There is a point of view claiming that choice of tourists to a type of tour, a destination, tour operator or travel agent will have a great impact on the success of the sustainable tourism projects (Drumm and Moore, 2005). Furthermore, there are also actions towards providing awareness through tour guides on how to preserve the resources and the environment. Tourists can be educated about the different touristic places and types of tourism projects available as eco-tourism, rural tourism and other forms of tourism

as mentioned by one of the participants from the government. *"Marketing rural tourism, eco-tourism, safari tourism, scientific tourism (Fayoum) specially in Wadi Al7ytan, there are crocodile, whales, and dinosaurs' fossils. Wadi Degla in Maadi there are difference in the component in geology and topography during different eras from ice age, stone age etc., which is studied by geologist students. Also, the Western Desert is a good place for scientific tourism which is not used."* (G2). Other tourist locations with special projects which have been researched are mentioned. *"…action plans in Dahshour, ecotourism in Bahria Oasis, culture tourism in Sinai Bedouin, Red Sea sustainable tourism initiative (RSSTI). The action plan is called income from environment, how to gain local income from local people, how to preserve the environment and provide awareness about the resources available. Local tour guides for a specific type of tourists. However, we make good research about these, but the benefits are low. The government do the research which does not implement and use the results properly. So, sustainability is not just researching and paying but to conduct as well."* (G2). This participant mentioned the different initiatives for sustainability research, but the application is still missing, which also shows that there is governmental deficiency in conducting the sustainability research, or the application phase of the projects researched. This takes us to the same point discussed before in chapter 5 regarding the weak enforcement of rules and regulation from the government side.

The study has presented the efforts, and actions have been taken to create awareness for tourists of sustainability issues in tourism and influence their activities. This includes actions regarding awareness about regarding towel changing, encouraging sorting of garbage and recycling, reducing smoking within prohibited places and hotel rooms by charging penalties as explained in the comment, *"Changing of towels, recycling factors, conservation, charging smoking penalties in smoking inside rooms."* (H1). Educating tourists is considered a catalyst for sustainable tourism, since it can have a change on the sustainability needs by behaving in a sustainable way, and demanding sustainable products, resulting in a greater motivation for sustainable tourism. This can lead to more sustainable practices in the tourism sector.

In hotels there are also actions regarding providing the tourists with good quality food without damaging the environment. These include sourcing organic food suppliers and avoiding non-chemical products. One from the hotel sector mentioned, *"Organic and local based products are sold in hotels now. There is also information on the ministry website and in the hotels itself. The tourists are now aware of it."* (G2); *"we choose suppliers of organic fruits and vegetables (with no chemicals use). There is commitment to the environment as to use non-chemical products, and prefer oil not used more than once when frying and cooking."* (H3). These actions showed that the companies are trying to serve the customers with good care besides making sustainable choices regarding the food supplied in their hotel.

Furthermore, the participants mentioned that they are trying to encourage tourists for social and environmental initiatives as it is clear from the following comments that some tourists want to be engaged in different initiatives by helping the locals as mentioned. *"Tourists come not for sustainable product but with limited success for helping poor kids, visiting communities, as in Anacato in Aswan."* (TO2). Alternatively, they can help the environment. *"Good initiatives, to plant a fruit tree, loyalty of customer, commitment to environment, choosing organic food. Engaged in projects especially the pyramid area was dumping area around 15000 square meters. We are pioneer among the sectors."* (H3). This explains that there are some tourists who act sustainably by themselves and already have the initiative for sustainable practices during their visits, mainly international tourists.

6.3. Environmental Performance

The environmental aspects refer to doing business practices in an efficient way to preserve the environmental resources for the next generations (Elkington, 2002). Companies should be concerned about their environmental practices regardless of their size and should be socially responsible as well (Tai & Chuang, 2014). This study explored the environmental practices of the companies participating to evaluate their contribution to sustainability of TSC. The findings show the measures taken by the participants regarding the environment and resources. This includes efforts towards

water and energy saving, resources allocation, waste reduction and management, reduction of climate change, using of eco-friendly products and certification.

6.3.1. Water Consumption

The findings showed that water saving is of great importance to the participants in all actors of TSC. All the participants in this study are measuring their water consumption except one tour operator. They are all aware of the importance of water saving for sustainability as mentioned by the interviewee. *"Saving water is important part for sustainability practices, we do some efforts in conserving water wherever and whenever we can. This can be by re-using or minimising water waste as much as we can."* (H6). The previous comment explained that there are efforts to reuse the water and avoid wasting it. Additionally, all the participants are trying to reduce their usage of water in their facilities except two hotels and one tour operator who have made no effort to reduce water usage in their facilities. One of the tour operator companies is making efforts to reduce the water and plastic usage as much as they can. This company is convinced that there is a negative impact on the environment from their business, which should be minimised. *"We try to do our best, but it is still the minimum that we can do for local communities, as we have negative impact on the environment. We try to minimise water and plastic use."* (TO5). There are more efforts mentioned by participants from the hotel sector to reduce the usage of water during the irrigation of the land, such as by using of sprinkles to control water. *"Controlling irrigation sprinkles only by pumps"* (H2). To reserve water, one respondent stated, *"we are forced to reserve water"* (G2). A few also mentioned that they save water through recycling for the water and using it for irrigation instead of wasting it. Some other participants mentioned that every effort will help to save water like making policies for water conservation and using water saving devices. *"Policy for water conservation even if placing a water filter on water tap helps."* (H4).

6.3.2. Energy Consumption

All the participants are measuring their energy consumption either through energy bills explaining, *"We receive and revise the bill.,"* (TO4), or a through special corporation,

"German International Corporation (GIZ[4])" (G2). There are also efforts made by the companies to reduce electricity consumption by all the participants except one from the government sector. Some of these efforts are educating people and making them aware about the importance of energy saving. *"We educate people to reduce energy consumption."* (H2). Half of the participants exerted some efforts including using energy efficient and low emission equipment. One of the tour operators commented, *"We installed energy devices on our air-conditioning and lights sensors to switch on/off automatically."* (TO5). This shows that the companies are trying to consume less energy. Furthermore, half the hotels interviewed are mostly involved in energy saving practices with the use of light sensors and key card light switches. Additionally, all the hotels participating in this study, except one, are using LED lighting to reduce energy consumption. *"All of the lighting hotels are LED."* (H4). The hotels are spending more than before on energy savers as a long-lasting device for reducing energy consumption. *"We spent way more what we used to spend on lighting. Energy savers are really expensive to buy, but then again, they last way longer."* (H8). However, two from the tour operators and three from the government sector are not using LED lighting or any energy efficient and low emission equipment.

6.3.3. Renewable Resources

This study found that most of the participants agree that there is low enforcement from the government on the use of renewable resources of energy on the tourism sector. As mentioned by a participant from the hotel sector, rules and regulations are not enforced for using renewable resources but promoted. *"…not well enforced yet, there are efforts to reduce the national resources as water and using solar energy. It is still not enforced but promoted."* (H4). Others see that it is mainly enforced as one participant from the hotel sector said, *"However, it is enforced on hotels specially."* (TO1). However, this is not the case from the government sector as they claim that there is a new infrastructure, as mentioned by a participant form the government side. *"There is new infrastructure."* (G1). Adding more on the same view they say, *"water desalination*

[4] https://www.giz.de/en/worldwide/319.html

*unit, wind plants of electricity. From year 1994 there are triple treatment unit of sewage waste." (*G2). The previous script shows that there are efforts made by the government to apply different forms of renewable energies and infrastructure on the sector. Additionally, there is another point of view from the government about the resources and the importance of looking after the resources stating, *"It is international process and ethical aspect and if we did not look after our resources there will be nothing left for the generations coming behind us."* (G4). There is a direction from the government to encourage companies in tourism to engage in future projects regarding energy resources. *Projects to enhance the environmental impact from tourism and encouraging the services providers to find different sources of energies in their facilities."* (G4). In the latter point of view, the idea of sustainability is mentioned even if it is not clear that we should look for sustainable energy sources and sustainable consumption, but the concept is there. This shows that there is awareness from the government side about the importance of sustainability in the tourism sector regarding resources. The participants who agreed that there is enforcement of using renewable resources on the sector stated that they apply different forms of renewable energies. *"Solar energy, gas instead of gasoline. Environmental and cost-wise boilers, kitchen equipment, heating system, and solar panels."* (H3). Moreover, there are efforts from the participants to use renewable energy technologies and efforts to increase their use of renewable energy. *"We are taking all measures to reduce the consumption of non-renewable resources or use new methods of energy as solar energy."* (H4). However, not all the participants are using solar energy and only 8 of the participants are trying to use solar energy, *"we are trying to do it."* (H2).

6.3.4. <u>Waste Management</u>

Resembling water and energy saving practices, mostly all the interviewed participants are making efforts to reduce and recycle wastes. The participants mentioned that they are trying to reduce the amount of waste produced from food wastes in addition to recycling of food as explained. *"We reuse used oil as frying oil for a week through refinery machine"* (H1); *"food waste, kitchen food recycles or reuse."* (H2); *"the tour guides during the tours prepare the right amount of food avoiding food wastes.*

However, if there is left over it is given to guards or anyone who can use it, never threw away." (TO6).

There was also a movement to reduce paper usage, *"Electronically pay slips at the end of the month are send through email."* (H1); *"working through emails."* (H2); *"we reduce paper waste."* (TO4); *"we are using paper on both sides, recycle and refill the printer cartridges."* (TO6); *"using e-reports."* (G1). All the previous comments explained that there are similar practices between the participants to cut down paper usage using online and electronic methods instead. There are efforts towards reducing water and plastic wastes as commented by one of the tour operators. *"We try to minimise water and plastic use."* (TO5).

The findings also indicated that there are efforts for waste management. One of the interviewees explained that he conducts waste management as a personal habit which should be a habit for everyone. *"It's a personal habit."* (TO1). However, he also mentioned that there are regulations for waste management. *"…but there are rules and regulation for handling garbage in proper manner, recycling and segregation."* (H4) Therefore, there is obligation on the part of the companies. Most of the participants who are trying to manage waste are outsourcing for their services. The majority of the hotels which participated in this study used waste management through contractors. *"We use outside company for waste management (for recycled materials wastes, and for collecting garbage that is sorted in the hotel."* (H1); *"Yes, stacking garbage in bags and get rid of it. There is special company for liquid wastes."* (H2); *"Yes, we segregate solid or liquid and give it to the contractor twice a week."* (H4). However, there are efforts to sort and segregate waste to recycle as commented. *"Garbage recycling, sorting steel, glass, plastic, food wastage; leftover, garden wastage."* (H3). *"Yes, we segregate waste."* (H7). Even though the companies who do not have the money and time needed for such practices know how important it is, as mentioned by one of the tour operators. *"We need to start from somewhere in terms of separating wastes, careful use of resources and water and doing some social projects which cannot be done overnight and need time and money, but we try to."* (TO6). Half the companies in this study have recycling schemes. This includes recycling of garbage

and educating employees about the importance of recycling. The hotel sector commented, *"We are trying to recycle garbage."* (H2). Another claimed, *"We are trying to aware our employees specifically in recycling as it is so important to you."* (H5). The latter participant added that there are continuous efforts to maintain environmental awareness. *"…continue on improving recycling system, environmental awareness away on employees and saving energy."* (H5). Moreover, the tour operator sector explained, *"We try to recycle as much as we can, but we pay extra for this as it is not done through normal garbage collection company."* (TO3). Even though in the latter comment the participant mentioned that there a cost burden on the company to do recycling, the initiative is there. However, this supports the barriers discussed before in chapter 5 regarding the money and investment needed to apply sustainable practices. Most of the comments show that efforts are being made, even if they are not optimal, but as much as possible, also claimed by one participant from the government sector, *"as much as we can."* (G2). It was clear that most of the comments contain the word "*try*" which shows that there is continuous effort, but still the best practice is not achieved. *"…Continue on improving recycling system, environmental awareness away on employees and saving energy."* (H5).

6.3.5. Reduction of Climate Change

A few participants are engaged in efforts to reduce the carbon footprint of their premises as mentioned by a participant from the hotel sector. *"Trying to reduce carbon footprint in the hotel, but as a country I am not sure."* (H1). Another added that they are taking measures to reduce the consumption of natural resources and using low emission and water conservation policies. "*All measures to reduce the consumption of natural resources or use new methods of energy as solar, all of the lighting hotels are LED, policy water conservation even if placing a water filter on water tap helps."* (H4). Other practices involve the reduction of CO_2 emissions in the vehicles used and planting more trees as mentioned by a tour operator. *"…CO_2 emissions of the vehicle program to measure the amount of CO_2 and instead plant trees."* (TO2). The last comment revealed that there is compensation for the carbon emissions, although not

all the companies interviewed make compensation for their carbon emissions except this tour operator.

Additionally, there were helpful initiatives from the government side regarding projects to reduce climate change as well as providing awareness and educating the local community to preserve the environment. *"Yes sure, project called climate change for Jeff of Red Sea. How to maintain regional areas of marine biodiversity through EEAA Egyptian Environmental Affairs Agency. Tourism and climate change, recycling (solid waste) with low emission, we trained the locals on how to make recycling so not randomly burn it and that will increase the* CO_2 *in the air. How to separate wastes from the origin so, we taught the residents about separation from home and to put plastic wastes away of other wastes. Also, there were a project for plastic bags removal from beach (awareness from plastic; and beach cleaning with the UNDP); and plantation of coral reefs as it takes 50 years to grow."* (G2). The same participant added that the government is enforcing high penalties for breaching environmental regulations. *"Penalty in millions of pounds according to law NO.4 for the environment. This law may have people prisoned if they made uncured damage as destroying coral reefs due to anchors specially in touristic cruise and it is really enforced. This law is supported from the UN environment program."* (G2). It was clear from the latter script that the government are more involved in projects and schemes for a better environment and reduce climate change, and specifically, that there is also involvement from the local community for different practices. A participant from the transport sector added their plans for environmental initiatives to reduce climate impact. "*We are currently trying to rapidly advance in new practices, making investments in innovative solutions and technology to improve our environmental performance and maintain durability. We seek to empower relation with our supply chain partners, driving best practices among partners and improving our monitoring process. Also, increasing the opportunities for our network expansion and reaching far away what customer expect. Currently we operate several routes in Europe, Asia, Africa, and North America adding to that increasing regularity to other key destinations internationally. We aim to improve the customers travel experience, sustain their loyalty to the company and advancing market competitiveness. In the next*

years we have fleet modernisation plan converting to aircrafts which consume 20% less fuel; by next year we will receive 7 Airbus 220 and 6 Boeing 787 and by end of 2020 we will receive another 5 Airbus 220 and 8 Airbus 320 the New Generation. By this we will achieve fuel and fleet optimisation, and consequently we will be able to achieve significant development in dropping our climate impact." (AT1). The latter comment showed there is a direction towards changes in the fleet to reach fleet optimisation besides decreasing the negative impact on the environment. This is a finding supported by Coles *et al.* (2014), that the CSR theme in aviation sector is to be environmentally responsible, through technological innovation and development as well as complying with environmental legislations.

Most of the interviewees agreed that there are instruments to reduce climate changes, but they not doing well. These instruments as regulations as mentioned, *"implementing the law,"* (TO4) and *"All regulation EIA studies which instruct that no damage happen to biodiversity, treatment to sewage water, not to use bad chemicals, to reduce carbon emissions."* (G2); financial incentives, *"grant to municipalities and NGOs and governments."* (G2); voluntarily *"dealing with NGOs initiative of cleaning"* (G2); other actions to reduce carbon emissions such as imposing taxes and charges from the government, *"taxes on airplanes 5% on each plane for its carbon emission which cause the global warming"* (G2), *"Taxes and charges, tradable permits for carbon emissions; information instruments for the population; funding research in the area."* (AT1); and providing a clean environment, *"(clean work) not to burn carbon combustion."* (H4). The comments showed that there are different instruments to reduce climate change, mostly imposed from the government on different partners within the tourism sector.

The findings also presented that the participants monitor their environmental impact through checklists and audits. *"We do checklist, audit, document"* (H3). Surprisingly just a few of the companies are using EIA in their projects; however, from the government point of view it is required. *"Yes of course, we are the government body responsible for the environmental part in any tourism project which must be approved according to the EIA first before implementation of the project. Then we*

always monitor according to the assessment." (G4). Moreover, the air transport sector, the obligatory requirement of EIA, and its implication. "*Yes, there is a requirement by the Egyptian law that any new project must fulfil and comply with all aspects relevant to the environmental dimension which could be affected by the project activities. The overall framework for environmental protection is set by the law 4/1994 and its executive regulations. Accordingly, EIA is prepared with the project licence application. The law divides projects into three categories which is A, B, and C list projects. Then, according to the EEAA, the project EIA is submitted for approval to the ministry of Civil Aviation which is the competent administrative authority."* (AT1). Consequently, the sector knows the importance of EIA to the projects planned and implemented still the companies are not acquiring it as to show efforts towards better environmental performance.

6.3.6. Eco-friendly and Sustainable Materials

The result of the findings illustrates that some of the companies participating in this study especially in the hotel sector are trying to use eco-friendly and sustainable materials. This includes using eco-friendly cleaning and bleaching materials especially in the hotels' laundry, *"to certain products specially for laundry."* (H1). They use the following: eco-friendly fertilisers; biodegradable plastic; when possible, use eco-friendly products, *"When possible"* (H1); when applicable use sustainable products and materials, *"if it applies,"* (H4); *"if applicable,"* (H7); use recyclable materials *"We do some recycling and things like that as we try to reduce our footprint as much as we can. However, we still do not have the resources and time."* (H7); and purchase paper that come from sustainable sources as mentioned by tour operator company, *"we use recyclable papers"* (TO4); from the hotel sector, *"there are some suppliers but not so common, however, it is a companywide initiative. We make it in pens as well"* (H1). However, the latter comment shows that there are few suppliers offering recyclable materials, but they need to follow the company initiative to use recyclable products.

In addition, only 4 participants use biofuels 'biomass fuel' in their companies, one from each sector. This indicates that using the biofuels is not well established inside the companies in the TSC. There should be encouragement from the government to use sustainable sources of fuel in the companies within the TSC, especially since transportation is of great importance in tourism sector.

6.3.7. Certification

The role of certification is informing the industry and the public about commitments towards sustainability. The certified company is granted permissions to award a mark or an ecolabel, which can be a name, symbol, word, or device that indicates that the company is complying and following the principles (Poncibò, 2007). This information is usually announced on the company's website, to help customers to distinguish between stages of sustainability of the product offered. Ideally this places a burden on companies to use sustainable certification and practices if customers buy sustainable packages. The results of this study showed that 14 companies are complying with Global Sustainable Tourism Council guidelines. However, only 3 hotels and 2 tour operators from the participating companies provide information on these schemes on websites. Moreover, the findings showed that there are few numbers of companies that have certification such as Green Globe, Green Star hotels, Travel Life certificate (sustainability of tourism), Eco label or ISO14000, 14001 and only one hotel has the motivation to achieve a Green Star certification as mentioned by the participant, *"Just registered with Green Star but still waiting for the first inspection."* (H4). In this study, the air transport sector has more certification than any other sector within the TSC. However, it is more related to air transport safety operations besides others related to quality. There is also certification regarding carbon reduction as Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)[5].

Nevertheless, there is encouragement from the government on certification of Green Star and Green Globe as mentioned, *"we encourage private sector to have*

[5] CORSIA is designed to mitigate international aviation emissions through a global market-based measure.

certification. As Green Star Hotel or Green Globe which are most important to the private sector to have it." (G2). The same participant spoke about the importance of Green Globe certification as it involves the environmental initiatives to follow which gives an advantage to companies being certified. *"They are all under Green Star certificate, any hotel has it they will have advantages. As rationalisation of electricity initiatives for hotels and 54 hotel had Green Stars for rationalising electricity, using renewable energy, having water sanitation, and recycling wastes. But it is not only in international hotels but in local hotels as well, however most of them in the Red Sea."* (G2). There is a governmental role in certification inspection on tourism companies as explained. *"We as governmental body inspect the certification in tourism sector partners as in hotels and others."* (G1). Nevertheless, not all companies participated in this study have them. The companies applying certification are using it for marketing purposes as mentioned by a tour operator. *"Now getting environmental certificate is a trend, although these are used for marketing reasons as many do not even understand the importance of CSR."* (TO4). Indeed, this does not necessarily reveal the true driver of adopting CSR and the nature of its implementation. However, it may help in sustainability implementation as trying to achieve the sustainable certification would necessarily force companies to be sustainable first.

6.4. Economic Performance

This study investigated the economic performance of the companies participating in this research. The findings show the measures taken by the participants regarding the economy and economic developments. This covers economic contribution, investments opportunities and employment opportunities.

6.4.1. Economic Contribution

According to this study less than half of the companies mainly from hotels and tour operators are not using TSA or similar analysis to estimate tourism contributions to the economy as mentioned by the participants, *"it is not applicable."* (H5). Even more so, 5 hotels and one tour operator are not regularly monitoring or reporting at least annually the direct and indirect contributions of tourism. However, some of the

companies are regularly monitoring and reporting at least annually their direct and indirect contributions of tourism to see the impact and expenditure from tourism, made through the TSA, mentioned by one participant from the government sector, *"Ministry of Social Solidarity does community profile to see direct impact and expenditure from tourism. We use TSA as parameter for priorities of tourism in different activities related to tourism or affected from tourism."* (G2). So nearly half the companies in this study use TSA or a similar analysis to measure the tourism contribution to the country. The government sector was the keenest to use the TSA in the expenditure analysis of tourism, as this helps them to make the right choices for their development projects. *"Yes, analysis of tourism contribution and doing comparisons of figures between different tourism location so to direct properly the development accordingly."* (G1); Moreover, they are keen to keep the employees within the TSA unit in the government sector updated and trained. *"Yes, UNWTO they trained the TSA unit in the ministry."* (G2).

Furthermore, the companies using TSA emphasised the importance of this analysis, claiming that it is a macro figure for the country about tourism. *"Definitely yes, somehow somewhere. It is a macro thing as contribution for tourism, but it is a figure for the tourism which I do not have. We know from figures and the spending and revenues of the country in specialised reports and magazines, but on unit level we do not."* (H4). However, the latter comment highlighted the importance of tourism analysis in one way or another, even if they do not apply it on a unit level but on country level through reports. One participant from the hotel sector gave an actual figure from the TSA about the tourism contribution. *"In 2010, contributed to 12% of GDP and 20% of foreign currency. In 2016, 5.5 billion were coming from 6.5 million tourists."* (H3). Nevertheless, other participants mentioned that there are other means of analysis such as the Euromonitor and UNWTO pointed out by the participants from the tour operators. *"Data monitor, Euromonitor, and UNWTO"* (TO2). The economic impact was used before the TSA. *"Yes, not probably applied as it was Economic Impact before TSA. We were the first in Middle East. However, there is no data and not analysed to external validation."* (TO4). Although there is data and figures from

tourism collected by either by TSA or another analysis instrument, the latter participant claimed that there is no analysis or validation of these data.

Almost all the companies, except 2 from the hotels and 2 from the tour operators, are regularly collecting data on visitor arrivals, profiles, and activities. The data which is collected and presented distinguishes between the visitors either domestic or international and the purpose of their visit either be it for leisure, business, or visiting friends and family. They state the following. *"Keep records history to market development. To know the evolution of markets or the lowering of some markets and the reason behinds. Also, the seasonality of the markets and competition around the world tourism and accordingly to react upon the situation."* (H3); *"We collect it for the National plans. There is book of tourism in figures ETF."* (G2); *"definitely, we also do that to gain figures about the type of tourists and the most countries which expect tourists to help us to know if we need to increase frequency of flights or maybe there is a new market to enter."* (AT1). The previous comments show the importance of data collection of the visitors for developing the tourism market. Nevertheless, there is a problem to gain or access the data as mentioned through a tour operator company. *"But the data is difficult to get."* (TO1). Almost all the companies agreed that there is regular monitoring and reporting of visitor expenditure data, revenue per available room, employment and investment data on a m monthly basis, *"monthly"* (TO4).

6.4.2. Increasing Tourism Investment

There are efforts to increase the outside investment in infrastructure by most of the companies in this study, either through assets of hotels or technologies used. *"Upgrade from 7-10 years furniture and new technologies certificates."* (H3). It can happen in new projects, hotels and resorts as mentioned by the participants: *"…in hotels and resorts"* (TO3); *"…port Ghalib, Steinberger, Robison UK, Orascom national & internationally, Emac, Damac Qatar, Mars Allam, EMAAR"* (G2). The government has a role to boost such investment for the investors in the tourism sector besides the new projects mentioned by (G2). *"We pursue to boost investment in the field of tourism, particularly after the announcement of some government decisions regarding*

encouraging investment." (G3). Even moreso, encouraging investment in tourism infrastructure in green areas and new places highlights the contribution of tourism to the community. *"Tourism leads to improving infrastructure and increasing the green areas in the city and the introduction of new places for recreation. Adding to that, it contributes to improve joy and prosperity between the people."* (G4). There were also plans and efforts for investments in airport development and investment in new terminals by the air transport sector. *"There are always plans for development either on new ports or new terminals."* (AT1). Nevertheless, one of the participants from a tour operator company claimed that there should be simplification in such investments and providing facilities in payments and taxes. *"There should be cut of taxes on investment projects in the field of tourism by the government, and giving a suitable period for loan recovery, in order to establish consistent tourism projects to resolve some of the difficulties that faces the city."* (TO5) This also confirms the importance of governmental support in providing incentives as tax reduction to encourage sustainability.

6.4.3. Increasing Employment Opportunity

Almost all the participants except two participants from tour operator companies agreed that there is provision of employment opportunities resulting from tourism development and activities. Moreover, as discussed earlier in this chapter, providing employment opportunities helps in poverty reduction. Nevertheless, one of the participants from a tour operator company assumed that providing job opportunities should be the government responsibility in facilitating small tourism projects for young people. *"It is the government responsibility to focus on finding solutions to the unemployed young category people, which can be by starting small tourism projects."* (TO7). In this chapter, supporting the local community was one of the important social practices discussed earlier. Also, the participants agreed that increasing the market for local products and producers would help to provide jobs to locals and improve economic performance. The respondents from the hotel sector mentioned that tourists should deal with locals directly without any intermediates. *"There should not be any need for mediation between tourists and the domestic residents, and there must be a*

direct contact between them." (H8). *"It is a requirement to show local products, and tourists should use local amenities, to rise the usefulness of tourism in the city."* (H7). The earlier comments revealed the importance of involving locals with tourism services through providing them with spaces and units, in addition to showing tourists the local production of their country. This was also mentioned earlier in this chapter to help local communities through the companies' social activities. As a result, it helps the economic performance as well. However, the selection of these activities should be made with care. *"But you need to be selective" (*H3). Despite agreement about this type of practices, one from the government sector argued that it is sometimes difficult to achieve or market them to tourists. *"But we cannot do it. We tried it before for local people products, but we cannot have the capability for promoting and marketing them."* (G2). The latter comment shows that there is initiative for promoting local products, but it is difficult or there is no capability to let tourists know about it. Correspondingly, there was a common opinion between half of the participant that boosting economic activities in rural areas would also help increase employment opportunities and economic development.

6.5. CSR Reporting

In this study, 13 of the companies interviewed are reporting their CSR policy. Some of them are reporting to specific websites related to sustainability. *"We do reports. Reporting to website greenhotels.com."* (H1). Others report to the government, *"yes, to the government."* (TO3). Some report their new projects and community contribution in the annual reports and strategy. *"Yes, in our annual reports there is part for the CSR, and we report our projects and our contribution to the community and the environment."* (AT1). *"Yes, in the strategy."* (G2). Some of the respondents were also keen for reporting to show their business as more responsible towards the community and the environment. *"We do follow programs 'international programs' in terms of the environmental. We actually undergo inspection, the international tour operators and suppliers of business are now keen in doing business with certified business and environmentally friendly hotels."* (H4). All the previous comments showed that there is awareness about reporting the CSR policy as part of a

responsibility to the community and the environment, even if it is used as marketing tool. "*It is merely marketing, simply marketing. I can always say this, as most of the business I worked with, do CSR for marketing purpose. Usually, they spend on marketing CSR projects more than what they spend on the project itself"* (TO5).

However, some of the companies are not reporting their CSR policy. *"No reporting,"* (TO2, TO6), although there are some reasons behind not reporting. Some of these reasons are that the company shows their CSR activities internally to the board of directors. *"No reporting just internally to the board of directors."* (H2). Another respondent does not report CSR as in their point of view being licensed is indicating that they are following the policies and regulations. "*It is not reporting but a licence to operate. There is no reporting, but we do have licenses we have to be with in this policy and be able to operate and we have to renew it every period of time, but we can take this license to operate as indication that we are in line with the policy from operation point of view and in the eyes of the law and within the major component of the business wither with tour operators we are dealing with, whether simple clients at the door, car rent company, air lines, all controlled by one rules and regulations set part of it is legal (laws) and part of it is not, just regulation. To be licensed means that you are fit, fit the criteria."* (H8). This ignores the importance of reporting to their initiatives and commitment away from being fit to operate or not. It shows that the company's performance is poor, or they do not collect performance data internally.

Others do not want to publicise their activities as they are doing for God's sake and not to show off, a religious reason. One of the tour operators stated, *"no reporting, there is no publicity as it for God's sake."* (TO4). This supports the religiosity driver of CSR practices discussed earlier. Furthermore, as stated earlier two companies do not have CSR policy so consequently, they have nothing to report. *"No reporting as the company does not have CSR policy."* (TO1, TO7). The findings of this study confirm that the companies least reporting are the tour operators in comparison to the other companies from TSC. Some of the reasons behind this are the unavailability of CSR in their companies and other reasons related to the undesirable publicising of their

CSR activities. In addition, this sector showed the least engagement of CSR activities in tourism due to lack of money and time as stated earlier.

6.6. Implementation of CSR Activities to Attain Sustainability

The findings show that companies use the CSR as a marketing tool. Participants claim that the present CSR concept is not fully understandable and is not encouraging business differently nor encouraging anyone to make changes with disadvantaged communities. However, some companies have CSR practices, but under different names. Overall, it depends on the interpretation and the practise of CSR and is not based on strategic goals and objectives. Therefore, the findings demonstrate that the CSR in the companies participating in this study is not strategic CSR, nor is based on a sustainability plan. However, if there are some sustainability initiatives, they are not embedded in the CSR policy of the companies in this study. In addition, all the CSR and sustainability initiatives are based on voluntary action without coordination with a sustainability development plan. This explains the need for a strategic change in the CSR of the companies in TSC to be CSR, based on sustainable development as suggested in the conceptual framework studied earlier (see chapter 3).

Moreover, although the companies showed initial sustainability implementation they are still struggling with barriers towards sustainability. As argued by a hotel, *"We do some recycling and things like that as we try to reduce our footprint as much as we can, however, we still do not have the resources and time."* (H7). A tour operator company claimed that sustainability is not fully implemented. *"Sustainability must be integrated fully, but we are still far away."* (TO6). Other companies exhibit little implementation towards sustainability, and these are mainly from the tour operator's sector. These companies are either in their beginning stage in sustainability implementation and are willing to improve or merely fulfilling the minimum requirements of sustainability. A tour operator company explained that sustainability is a long and slow process. *"We need to start from somewhere in terms of separating wastes, careful use of resources and water and doing some social projects which cannot be done overnight and need time and money, but we try to."*

(TO6). Another tour operator added attempts to minimise the water and plastic use, and how he cannot disregard the negative environmental effects. *"We try to do our best, but it is still the minimum that we can do for local communities, and we have negative impact on the environment. We try to minimise water and plastic use."* (TO5). This also support the same point of view of previous studies claiming that most environmental practices need a substantial initial investment, yet the gain is minimal especially in the short term (Bohdanowicz, 2006; Chan, 2008; Cobanoglu *et al.*, 2003; Eldemerdash & Mohamed, 2013). This requires safe and stable financial and management support, but in Egypt the owners and management are caring for short term profitability and meeting budgets (Cobanoglu *et al.*, 2003; Eldemerdash & Mohamed, 2013). Sustainability practices need a significant quantity of money to be offered on a continuous basis towards safeguarding an effective ongoing system (Eldemerdash & Mohamed, 2013). These findings indicate that the companies are still far from being fully sustainably integrated in their CSR policy. Consequently, the change of the companies CSR into a strategic CSR based on TBL empowered by a legislative framework regulating and monitoring its application, should be recommended.

PART B DISCUSSION

This chapter has critically focused on the CSR of the companies and exploring the involvement of sustainability in the CSR policy within supply chain actors in Egypt. Sections 6.1.1 & 6.1.2 have adopted the fourth objective which is, "*Explore the key drivers for CSR commitment in companies within the tourism supply chain in Egypt.*". These sections have answered the fourth research question which is, *"What are the companies' drivers for CSR policy commitment in the tourism supply chain in Egypt?*". These sections have examined the commitment of the CSR and drivers behind implementing a CSR policy as will be discussed next.

The findings of this study showed that the CSR policy of the companies participating in the interviews are mainly philanthropic and not based on sustainability. There are some initiatives for achieving social and environmental sustainability, but

the concept of CSR, as sustainable development focusing on TBL and not mainly on the social dimension of CSR, is missing. The CSR practices of the companies participating in this study are influenced by cultural and contextual aspects of society. As supported by previous studies, CSR in developing countries is personal and religious-driven, which is reflected in a natural philanthropic CSR orientation (Worthington *et al.*, 2006; Jamali, Zanhour and Keshishian, 2009). There is a lack of a strategic CSR based on sustainable development. The findings clearly showed that CSR commitment lies more in the voluntary gestures of employees and /or owners of the company rather than legal obligation or clear policy guidance, a finding that is supported by other studies (Dou and Sarkis, 2010; Kuo *et al.*, 2010; Muduli *et al.*, 2013) and customer pressure (Yalabik and Fairchild, 2011).

Previous studies claim that managers' personal values play a significant part in in the company's actions (Bello & Kamanga, 2020; Hemingway & MacLagan, 2004; Muller & Kolk, 2010). These values form the company's culture and the handling of social and environmental issues (Bello & Kamanga, 2020; Sharma, 2000; Mzembe *et al.*, 2016). These internal forces like the managers values and commitments interfere with the implementation of CSR (Muller & Kolk, 2010). According to Sprinkle & Maines (2010), CSR participation of the companies is due to philanthropy. However, this may contradict the country's sustainable development plan and the unorganised distribution of efforts.

This explains that the companies' first driver to have a CSR policy in their companies is based on voluntary/corporate governance commitment and then the legislative pressure. This confirms what has been discussed in chapter 3, as CSR in Egypt is based on voluntary and philanthropic activities (Refaat, 2014). Corporate governance commitment shows the system that directs and controls the companies (Cadbury, 2000). Jamali *et al.* (2008) claimed that the institutional environment, which a company operates in, affects the practices of corporate governance. However, the mechanisms of western corporate governance highly affect the implementation of corporate governance commitment in developing countries (Dahawy, 2007; El-Bassiouny & Letmathe, 2018; Okeahalam & Akinboade, 2013; Peng & Heath, 1996;

Young *et al.*, 2008). Companies in developing countries usually implement the outside image for practices of corporate governance rather core practice (Peng, 2004). However, in Egypt the absence of corporate governance awareness together with other influences obstruct its implementation (Dahawy, 2007; El-Bassiouny & Letmathe, 2018).

The next driver was legal pressure for CSR implication. Consequently, companies may implement CSR activities to sustain their legal status in the eyes of norms that support CSR with formal and informal bodies (Lee, 2011). Law enforcement and implementing mechanisms help companies to restructure their activities and practices to achieve desirable environmental and social outcomes in a responsible way (Parker, 2007). Although there is importance for the legal pressure on the tourism companies, it is still not recognised as a powerful driver to CSR implication. Generally, there is little regulatory effort to comply with CSR among tourism companies and it is still difficult to regulate (Blackman, 2006; Tewari & Pillai, 2005). Jamali *et al*. (2017) suggested that in developing countries formal laws, enforcement agencies and regulations do not absolutely exercise control over CSR commitment. Therefore, this finding supports the need of a legislative framework for CSR in the companies linked with the TSC as presented in the conceptual framework (see chapter 3).

The last driver of CSR implementation comes from social/customer pressure. Attracting more customers acts as driving element for tourism companies to participate in environmental practices and social wellbeing (Bello & Kamanga, 2020; Melubo *et al.*, 2017). The findings of this study show a few of the participants engage in CSR practices to help their company build a positive image to their customers. This is supported by Camilleri (2012) who indicated that CSR creates a positive reputation, while it improves the company's image between stakeholders (Bello & Kamanga, 2020).

Moreover, the findings show that there is minimal pressure from other external stakeholders to drive CSR implementation. However, previous studies claimed that

there is strong support from stakeholders on the CSR, but most of these studies concerned developed countries where there is effective participation of stakeholders in the companies' everyday life (Sinkovics *et al.*, 2016; Rowley & Moldoveanu, 2003). This not the same in developing countries and in Egypt as businesses lightly consider the minor interests of stakeholder groups, which means that their rights are less protected (El-Bassiouny & Letmathe, 2018; Reed, 2002). Prior studies suggested that in developing countries, the rights of stakeholders are not supported by the company's regulations. Moreover, different actors such as civil society groups and NGOs are not encouraged to influence the companies to consider the concerns of diverse stakeholders in their policies (Rahim, 2012). Furthermore, in developing countries, the low incomes and awareness of different stakeholders often have a lower obligation to pressurise companies (Tang & Tang, 2012). Clarkson (1995) claims that, at micro level, stakeholders have the control to make companies fail or endure damage if companies cannot fulfil diverse groups of stakeholders. Generally, companies would move to more social and environmental responsible behaviour if societies place more value on ethical decisions and redirect these standards in their economic choices (Valor, 2005). Consequently, societal pressure would result in enhancing the social behaviour of the companies (Cooper & Owen, 2007). The literature recommends that stakeholders have a great effect on environmental and social practices of companies (Clarkson, 1995; Valor, 2005). Previous studies proved that pressure from stakeholders make have a positive effect on CSR practise of companies (Brammer & Millington, 2004; El-Bassiouny & Letmathe, 2018; Garcés-Ayerbe *et al.*, 2012; Kassinis & Vafeas, 2006; Roush *et al.*, 2012). However, this is not the case in this study, as it showed that in Egypt, society and stakeholders' pressure has low or no significant impact on the CSR commitment of the companies.

This chapter, section 6.1.3 also exposed the barriers of CSR implementation in TSC in Egypt, achieving the fifth objective of this study which is, "*Critically appraise the problems facing companies in TSC in Egypt to implement CSR policy.*". It has answered the fifth research question, *"What are the key barriers to practice CSR within tourism supply chain actors in Egypt?"*.

In this study, lack of commitment of ownership is one of the main barriers for CSR implementation. This shows a serious contradiction as the commitment of ownership and corporate constitutes the main driver to CSR implementation in this study, but at the same time it is a major barrier to effective CSR implementation. This finding is supported by previous studies which claim that implementing CSR is ruined by stakeholders' issues such as low awareness, minimum CSR engagement, contradiction of interest, and poor activities coordination (Lindgreen *et al.*, 2009). The findings also explain that CSR activities are not a priority for the company which does not embrace sustainable development objectives in its CSR policy. Unfortunately, this is the reality in developing countries, like Egypt, as claimed by Cobanoglu *et al.* (2003) that most owners and managers are concerned more about meeting deadlines, budgets and achieving short term profits. Even Alvarez-Gil *et al.* (2001) claimed that many businesses were attentive to short-term goals such as maximizing profit, rather than longstanding goals of corporate sustainable development.

One of the main and important barriers to emerge in this study is the lack of coordination between other supply chain actors in respect of the implementation of CSR initiatives. The lack of coordination between different parties in the industry can result in lower effects of CSR activities on society and the environment. Therefore, implementing social and environmental initiatives requires actions on larger scales with better coordination between different TSC actors. A previous study by Kalisch (2002) claimed that the industry is still behind implementing a holistic CSR concept that targets sustainability, even if some companies have started to address sustainability. Accordingly, the government has a role to support CSR programmes besides the implementation of related CSR policies. So, more companies need to work hand in hand and run CSR programmes on a wider scale. Jenkins (2005) stated that companies want to maintain profitability at the cost of environmental and social interests. Previous chapter have also highlighted the lack of coordination between different TSC actors as one of the main barriers to sustainability implementations (see chapter 5). Therefore, coordinating CSR actions would create great change in society and the environment; this would be achievable if there is a clear CSR policy besides support from the government (Bello & Kamanga, 2020; Mzembe & Meaton, 2014).

This coordination suggests the need for globally established standards that evenly stress both environmental and socio-cultural issues (Camilleri, 2012). Kasim (2006) assumed that the large tourism companies needed to strengthen their links with the community and their stakeholders, which signified a strong relationship between tourism companies and their social environmental setting in which they operate. According to Camilleri (2012) strategic CSR can bring sustainability significance for business and society and can lead to better financial outcome in the long run. However, this requires creating connections between TSC actors and stakeholders that will highlight opportunities for value creation.

A subsequent barrier resulting from the one previously stated, lack of coordination between TSC actors and stakeholders, is lack of trust and credibility among TSC actors. The findings also showed that the political and economic situation has a great effect on the credibility and trustworthiness when investing in CSR initiatives. The effects of the mutual absence of trust negatively impact the CSR implementation as it could obstruct exchange of information, experience and knowledge, and therefore impact the adoption of the CSR concept in a successful way (CDS, 2006). Previous research claimed that lack of trust and credibility with key stakeholders (government, civil society, and the private sector) in CSR practices is a major problem in Egypt, but is a vital component in partnerships (CDS, 2006). Moreover, Rahbek *et al.* (2013) asserted that absence of trust in the West among NGOs and the private sector is common, and their relationship is characterised by mistrust and conflict.

Another significant barrier to CSR implementation is the lack of governmental support. However, the findings highlighted the need for governmental encouragement in policy involvements to support companies, to have an interest in CSR (Bello & Kamanga, 2020; Mzembe & Meaton, 2014). The study findings also revealed that there is little support for CSR projects that companies initiate. This goes in line with a previous study by Nord (2006) who claimed that for some companies, governments and political systems are barriers to participating in CSR. This finding is supported by previous studies claiming the poor governmental role in CSR implementation. This

barrier is presented in the previous chapter, showing the weak governmental role and legislation towards sustainability hindering its implications (see chapter 5). Consequently, this shows that, mostly in developing countries as in Egypt, regulation enforcement which encourages responsible practices development is ineffective and weak (Muthuri & Gilbert, 2011; Newenham-Kahindi, 2015). Nevertheless, in this study the legal pressure was the second driver of CSR which is an advantage to support an effective governmental role. It is one of the main factors and drivers to sustainability (see chapter 5). This barrier supports the need for a strategic change in the CSR of the companies linking it to the legislative framework in TSC, as suggested in the conceptual framework studied earlier (see chapter 3).

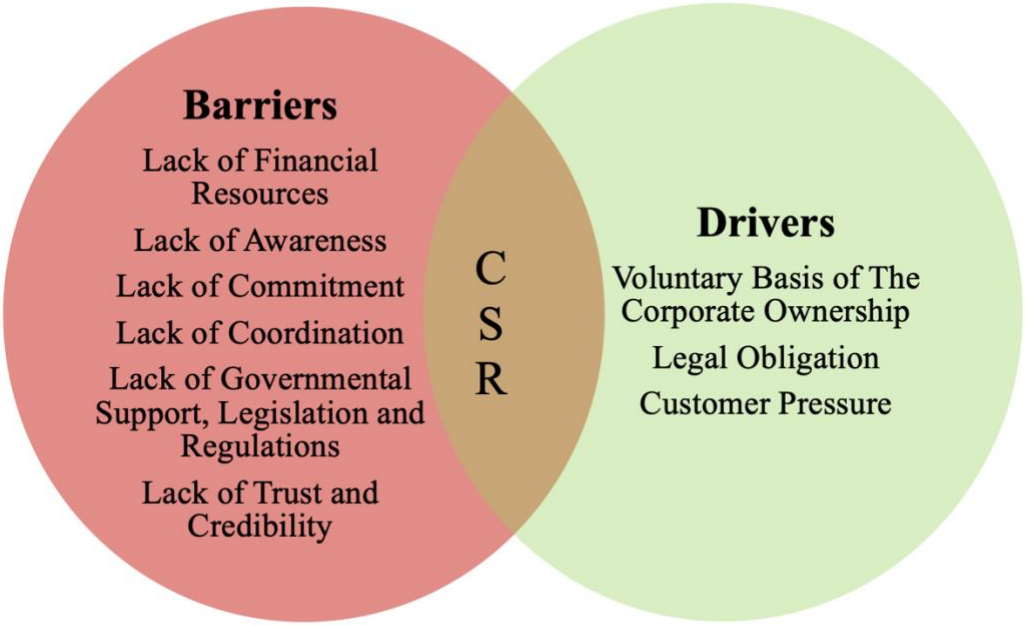
The lack of knowledge and awareness about the CSR policy and what CSR could achieve is great barrier to implementing CSR practices. It was claimed in previous research that in developing countries, an absence of ethical consciousness leaves the stakeholder unaware of CSR implementation (Bello & Kamanga, 2020; Shen *et al.*, 2015; Van der Merwe & Wöcke, 2007). This finding was previously shown as a barrier to sustainability in the last chapter, which is lack of awareness and training towards sustainability implementation (see chapter 5). Absence of training and CSR information are reasons for poor understanding of CSR practices by most of the companies, which consequently affects the sustainability implementation.

The study outcomes show that there is difficulty for companies within the tourism sector to involve their businesses in CSR due to lack of financial resources, and thereby assumed to be a cost burden for these companies. This finding is supported by prior studies claiming that CSR is considered low priority for tourism companies, mainly in tour operators (Arevalo & Aravind, 2011; Hamman *et al.*, 2005) as mentioned in chapter 3. Moreover, previous studies claimed that absence of resources embracing workforce, finance and time hinder CSR adoption within companies (Bello & Kamanga, 2020; Kayuni & Tambulasi, 2012; Moyeen & Courvisanos, 2012). Whereas most of the companies depend mainly on profits from their business to undertake CSR programmes, it is a challenge to participate in CSR if the companies are not making a profit. Similarly, this finding is the same barrier discussed in previous

chapter which is lack of financial recourses and investment towards sustainability (see chapter 5), if CSR is sustainably oriented, as sustainability is a never-ending wheel which costs a lot of money and time. Therefore, the outcome of this study shows that a stronger economic and financial situation will lead to greater CSR implementation and subsequently sustainability.

This study explored and discussed what constitutes drivers and barriers to CSR implementation within different actors in the TSC in Egypt. Consequently, Figure 6. 1 shows a summary of the main themes derived from this chapter, listing the main drivers and barriers of CSR presented earlier in this study.

Figure 6. 1: CSR Drivers and Barriers



Source: Created by The Author

The sections 6.2 - 6.4 have achieved the sixth research objective which is, "*Critically evaluate the involvement of sustainability initiatives (environmental, social, and economic) in the CSR policy in companies within the TSC in Egypt.*" It answers the sixth research question, *"What are the current sustainability practices being implemented in TSC in Egypt?"*. In this chapter the social activities of the companies were discussed in detail in section 6.2. It was found that the companies'

CSR practices are based on social activities which are mainly charities and donations to the community especially in the holy month of Ramadan. Religiosity plays a significant role in CSR commitment. It is revealed in this study, when trying to analyse the logic behind CSR activities in Egyptian tourism sector, that there is a different rationale for CSR within the Egyptian context than the one discussed in Western literature. CSR in the West originates from stakeholders' pressure to act responsibly (Frederick, 2006), whereas in Egypt, CSR charitable and philanthropic side has long existed due to the Egyptian religious community that has always favoured disadvantaged groups. The data collected from the companies claimed that Egypt's religious frame is constantly encouraging and promoting social responsibilities, mainly with the community. This religious frame is motivated by the philanthropic aspect of CSR activities, the informal and voluntary actions by companies and individuals. The CSR practices are mainly based on charitable and religious practices that date back for centuries. The findings revealed that there is a positive social performance towards sustainability on voluntary basis as finalized earlier. Moreover, studies claimed that CSR is about contributing to society rather than just focusing on maximising profit (Kolk & van Tulder, 2010; Mallen, 2017; Schrempf-Stirling *et al.*, 2016). This could manifest as engaging in activities to help the community or being green oriented (Kolk & van Tulder, 2010).

There are also efforts to helping the local communities by providing job opportunities, as the participants agreed that this will indirectly help to reduce poverty. According to the findings, the participants agreed that there is a contribution to reduce poverty in the communities because of tourism activities, mainly through providing jobs opportunities and teaching people. According to Hitchcock &Willard (2011), social sustainability is created to impact people to which most of the companies are contributing by providing job opportunities to the communities. Nevertheless, there is a direct and indirect impact of contribution as there are different tiers in the TSC which generate different industries. Moreover, all the findings stressed the importance of TSC in leveraging the poverty in the communities as tourism generates around 70-80 industries as mentioned by participants H3 and TO3 in chapter 5. That is to say that tourism is generating many different sectors that serve the tourism activities offered.

The findings showed efforts to support the local community and involve them in the tourism industry and its development. The activities performed to help and assist local communities include actively purchasing products and services produced locally. The participants in this study believed that community involvement in tourism development might gradually change the community's thinking about the benefits related to tourism industry. Furthermore, this finding matches other studies on the local community participating in tourism development as being helpful and more aware of its positive effects (Andereck *et al.*, 2005; Elbarmelgy *et al*., 2019) and they play a positive role in biodiversity conversation, eco-tourism, and sustainability of natural resources (Harrison *et al.*, 2003; Sindiga, 1999; Tosun, 2001; Yadav *et al.*, 2018). Even more, previous studies claimed stakeholders' involvement is required for the process of sustainable development (Jamieson & Jamal, 1997). Another study by Hunter (1997) claimed that participation of stakeholders in sustainability planning process is a foundation to sustainability, although, other studies mentioned that lack of knowledge about tourism development is one of the obstacles that local people face (Akama and Kiete, 2007). Moreover, Tosun (2000) claimed that in developing countries, involving local communities in development decisions is difficult.

Additionally, Hitchcock & Willard (2011) claimed that social sustainability is about creating a positive effect on people, with many researchers claiming that the benefits of tourism development on the community and the stakeholders themselves can lead to the continued support of development (Bashir, 2012; Choibamroong, 2011; Hardy & Beeton, 2001; Forsynth, 1995; Getz & Timur, 2005; Khashab, 2006). G1 explained that the development can lead to higher standard of living for the local community not only by offering job opportunities but based on continuous development of the community and not on tourism itself. This shows the view of the tourism being degraded if there is no development and preservation of the resources. The upcoming future may lie in what is called initiatives for community-based tourism (Hall, 2008; Mowforth and Munt, 2009; Russell, 2000; Salazar, 2012). This concept is common in developing countries which target safeguarding tourism development progression by permitting local society to take decisions for themselves about the form and nature of tourism in their local community. This practice aims to limit the negative

impacts of tourism on socio-cultural aspects. Community-based tourism could be suitable for initiatives on a small scale including cultural, food, and desert tourism.

The study showed that there are positive initiatives to preserving cultural heritage and natural resources such as social obligation towards tourism and the community, an attitude which is in favour of sustainable development of tourism. These social attitudes can be understood as a desire to attain social advantages for the locals. Tourists should show appreciation to the cultures and values of the locals and the place they are in, and the locals should be treated in an equal and fair way without exploiting their needs. These findings resemble related attitudes to other research, as Mil-Homens *et al.* (2003) revealed that there is great respect shown by tourists to the cultures and traditions of local residents. Bashir (2012) claimed that development in tourism led to the development of many of the traditional business in addition to folks, arts and drama.

The tourism industry depends mainly on natural resources for tourism activities and the goodwill of communities. Subsequently, tourism businesses are obliged to participate in CSR in a need to protect the environment and encourage goodwill, which is for their own existence. Previous studies claimed that CSR in tourism helps protect resources in which tourism businesses survive (Clark, 2006; Van der Merwe & Wöcke, 2007; Xu & Gursoy, 2015).

The study demonstrated that companies are providing a good working environment and consider the importance of the wellbeing and the satisfaction of their employees. This goes in line with the social dimension in the TBL framework which refers to addressing the human wellbeing in the companies (Elkington, 2002). In addition, social responsibility can have different forms such as at the workplace, where social responsibility is related to the well-being of the employees and the working environments in the company and subcontractors (Carroll & Shabana, 2010). However, the findings showed that provision of training regarding sustainability of tourism is quite low in the sector. This can be linked to the drivers and barriers of sustainability implementation presented previously (see chapter 5). However, this

contradicts several studies suggesting that all personnel should have routine training considering their role in environmental management, health, and safety, and sociocultural practices (Chi & Gursoy, 2009; Park & Shaw, 2013; Xu & Gursoy, 2015).

The study findings presented the efforts and actions the companies take to make tourists aware of sustainability issues in tourism and influence their activities, while also trying to provide a satisfying and rewarding experience for them. However, the findings of this study also showed that there are different attitudes between local and international customers regarding accepting environmental practices. This finding is also supported by previous studies arguing that implementing environmental practices between travellers from different cultural backgrounds is more difficult to implement (Andereck, 2008; Chan and Hawkins, 2010; Eldemerdash & Mohamed, 2013). Usually, customers constitute the key driver for implementing environmentally friendly practices and their influence is even greater than other stakeholders'. Consequently, the findings of this study showed that customers/tourists have an important role in facilitating sustainability and CSR implementation of companies. The social aspects of CSR for the companies involved in this study involve and take into consideration tourists within their tourism activities with customers/tourists.

This study assumes that there is a positive social attitude by supply chain actors within the TSC, which is in favour of tourism sustainability in Egypt. These social attitudes are related to companies' desire to achieve social benefits to the community, such as respecting value and culture of the local community, in addition to treating them fairly and equitably without exploiting their needs.

Next in section 6. 3, the study shows that there are constructive environmental attitudes by the companies participating in this research. Nevertheless, it is still in its initial stage and needs more implementation, monitoring and enforcement. The findings also revealed that the regulations regarding achieving environmental sustainability are not strict, nor enforced on the sector (see chapter 5). As mentioned in earlier studies, environmental sustainability practices are often neglected in

developing countries (Hoogendoorn, Guerra & van der Zwan, 2015). However, there are efforts towards preserving the environment, but it is mostly based on voluntary actions and the availability of money. Even though these attitudes are related to the strong relationship between tourism and the environment. Safeguarding the environment reflects sustainability of tourism. These views confirm the presence of positive initiatives of the companies in preserving the environment to achieve sustainable development in tourism in Egypt. As found in earlier studies, positive environmental attitudes have a positive and direct impact on the sustainable development of tourism (Bashir, 2012; Walpole & Goodwin, 2001).

The findings showed that saving water consumption is of great importance to the companies in this study. All the participants in this study claimed that they are measuring their water consumption except one tour operator. Water recycling is not implemented in an efficient way since the least implemented water saving practices were using rainwater or grey water recycling to use it for grass and garden irrigation among others. Previous studies showed the importance of water recycling in reducing water consumption especially in the hospitality industry (Shehata & Elfeel, 2017; Tirado *et al.*, 2019), because they are heavily consuming water. Another study concluded that the collection and use of rainwater in addition to recycling and reuse of grey water are advanced actions that help in achieving sustainable use of water resources, in addition to providing cost savings for the companies (Atanasova *et al.*, 2017). The findings revealed that there are some initiatives for conserving water, but they are widespread in all the companies, and they are based on individual efforts. Mainly these efforts are for the sake of saving money and not based on sustainability.

The findings showed initiatives being used in reducing the energy consumption, but they are still in their primary phase and based on cost reduction reasons and not a sustainable initiative. No individual from the participants explained the efforts to reduce energy consumption for the sake of preserving resources. The findings also claimed that there is no enforcement from the government towards reduction in energy consumption. This takes us back to the barriers discussed in the

previous chapter related to the weak governmental role regarding the environment (see chapter 5).

The findings showed that there are still limited efforts to use renewable resources and renewable energy technologies. Using renewable energy sources contributes in a positive way towards the emissions of greenhouse gas. This finding opposes the findings of Odeku (2018: 10), who claimed, "*switching to the use of renewable energy as an energy source is the perfect solution to save the earth's biosphere and is essential to the stabilisation of the climate worldwide.*" Nevertheless, there is a positive attitude and initiative towards sustainability in one way or another, but it is not applied or enforced on all the sectors within the tourism industry. This is related to the previous barriers to sustainability discussed previously regarding the weak role of the government towards imposing rules and regulations (see chapter 5). It explains the reason for non-engagement of the companies in environmental practices as there is weak enforcement and no monitoring.

The study demonstrates that there are beneficial efforts regarding wastes and recycling of wastes. The analysis can be reflected from the previous chapter as the only effort from the government was garbage handling and recycling programs for pollution and waste (see chapter 5). This highlights the important role of government to effectively implement sustainability practices. Previous studies claimed that governmental policies and regulations are the main drivers to force sustainability in supply chains (Porter and Van der Linde, 1995; Carter and Ellram, 1998; Amann *et al*., 2014). It also shows that a legislative framework for sustainability implementation is needed as suggested in the conceptual framework (see chapter 3).

Few participants are trying to engage in practices that help to reduce the carbon footprint of their activities. This includes reduction in the consumption of natural resources and usage of low emission vehicles. The findings also revealed that none of the companies in this study, except one, are compensating for their carbon emissions by planting trees. However, companies that are claiming that they are doing something good to the environment by planting trees should also try to address the social and

environmental concerns, to have an impact on the whole supply chain. Also, companies should have an effect over time and start to form durable management systems beside being able to show that carbon offset is a good waste system and network not only by planting trees. Surprisingly there is a sound initiative from the government being involved in projects and schemes to reduce climate change, and the participants agreed that the only effective way is effective regulations. The findings proved that few of the companies are using EIA in their projects, even when they are aware of its importance to the projects planned and implemented, which shows low efforts exerted towards better environmental performance.

Although, there are some efforts towards the choice and use of the recyclable materials, there is no guarantee that it will always be done due to the burden of cost, as most of the interviewees explained that if it is possible or applicable to do so they will. It cannot be generally applied to all the products used in all the companies participating. However, there is encouragement that specific sustainable materials are used with their partners and suppliers.

Most of the companies in this study have attained certification by complying with Global Sustainable Tourism Council, but a few have certification such as the Green Globe, Green Star hotels, Travel Life certificate (sustainability of tourism), Eco label or ISO14000, 14001. Nevertheless, the findings revealed that companies use certification for marketing purposes. Certification is a possible tool for processing CSR, not necessarily revealing the true driver of adopting CSR and the nature of its implementation. The findings show that the government assumes certification as an influential instrument for encouraging tourism in a sustainable and responsible way (Dodds & Joppe, 2005; Mahony, 2007). Accordingly, the certification schemes propose framework with sustainability criteria specially for encouraging sustainability (Dodds & Joppe, 2005; Graci & Dodds, 2015). According to Graci & Dodds (2015), certification is beyond being a measurable standard and providing a reflective image of social learning for adapting and monitoring CSR practices. Furthermore, certification offers the needed capabilities and skills besides assistance and guidance

to implement these skills on day-to-day practices (Graci & Dodds, 2015; Lindgreen & Swaen, 2010).

Moreover, this study explored the economic performance of the companies interviewed in section 6.4. The results showed that there is a positive economic attitude which is in favour of sustainability. These positive approaches can be described as the desire of the companies to achieve economic gains, more investment and providing employment opportunities to local communities. However, applying a proper analysis for the economic contribution figures is still missing. Although TSA or similar analyses help to provide the correct tourism expenditure and contribution, as well as support in taking the right development decisions, not all the companies are implementing it. Moreover, the findings showed that even if there are data and figures from tourism collected by either by TSA or another analysis instrument, there is no analysis or validation to these data. This gives an indication that it is not just important to collect data using TSA or similar analysis, but is more important to analyse and validate this data to use it for better planning of tourism services and sustainable development. This finding supports the need of the government/ministry role in monitoring and evaluating sustainability of tourism through the TSC as presented in the STSC Model (see chapter 3).

The findings showed that there is a direction towards investment in the tourism infrastructure. Additionally, there was also a positive attitude from all the companies to find new sources of income, new infrastructure investment and development as they all agreed that they are always looking for more revenues and a bigger market share. However, it is also quite important to maintain a more stable income, which is not fluctuating. Therefore, this would indeed turn the wheel of the economy and increase revenues of tourism. Even moreso, the findings also highlight the significance of governmental support in providing incentives such as tax reduction to encourage sustainability (Abdou, Hassan & El Dief, 2020). This can help the tourism sector in stimulating economic growth (Lansing & De Vries, 2007; Morakabati, 2012; Schubert *et al.*, 2011) and its effect will be reflected on the country's GDP, employment level

and foreign currency (Nowak *et al.*, 2007). Consequently, it can gain more economic contributions to the sector and the country.

In this study it can be mentioned that a positive economic attitude is held by the participating companies regarding tourism in Egypt. This positive attitude is in favour of sustainability of tourism, which can be credited to the initiatives of the companies to achieve economic gains for the local community, such as encouraging the tourists to use local services and buy local products. In addition, there should be direct connection between the tourists and the host community with no intervention of intermediaries to give full benefits to the locals. This reflects findings of previous research; Bramwell & Sharman (1999) claimed that the local communities highlighted the economic effect of tourism besides its capability of creating employment opportunities, and benefits in infrastructure for the area and the community. Moreover, Walpole & Goodwin (2001) claimed that tourists are willing to pay 10 times more which indicates an important potential for a revenue increase. Consequently, this positive economic attitude supports the economic sustainability of tourism. This finding is also correlated to the findings from the social sustainability performance discussed earlier (see section 6. 2. 2.), and the reasons behind the importance of sustainability as discussed in previous chapter (see section 5.2.2.), showing that providing job opportunities is a very important driver in sustainability practices and initiatives within the TSC in Egypt.

The outcome of this study also reveals that there is a deficiency in CSR reporting between the companies as most of them report internally. The results also indicate weak enforcement of CSR regulations (Dobers & Halme, 2009; Graham and Woods, 2006; Qu, 2007). This includes low awareness and demand for CSR which weaken the pressures of regulation and stakeholders for forcing the promotion and investment in CSR practices development of companies in the tourism sector in Egypt (Amran & Devi, 2008; Naser, Al-Hussaini, Al-Kwari & Nuseibeh, 2006). As mentioned previously in the literature, CSR can support improving the brand image (CDS, 2006), and mentioned in chapter 5 that one of the initiatives to apply sustainability is enhancing brand image. This finding claims that one of the reasons

for CSR reporting is based on companies which are not engaging in initiatives to act to their commitment, and simply using CSR as a marketing tool (Grosbois, 2012); this contradicts that CSR is a sustainable development tool and contributes to sustainability (EU, 2017).

Finally, sections 6.1.4 and 6.6 answered the seventh research question, *"Does the current CSR policy involve sustainability practices within TSC actors in Egypt?"*. The findings displayed in this chapter showed that the CSR of the companies in this study is not based on a sustainable development strategy and requires reorientation to achieve sustainability development. Although there is a positive attitude towards the economic, social, and environmental aspects within the companies, a holistic view is still missing, as contributing to sustainability requires the interaction between the TBL, still missing in TSC in Egypt.

Furthermore, sustainability is perceived as the fundamental goal where CSR is deemed averagely important in this path where organisations attempt to achieve and maintain a balance among the three dimensions of the 'TBL' (economic, social, and environmental) that leads to sustainability (Van Marrewijk, 2003). According to the EU (2017), CSR is a contribution to the sustainability. Van Marrewijk (2003), states that sustainability is linked with the environmental and social aspects which are also two pillars of CSR. In this study, companies perceived CSR as social activities in the form of philanthropic donations. Although almost all the companies are trying to implement some CSR activities to be environmentally friendly through sorting garbage and recycling, there was no balance between social, environmental and economic aspects. In chapter 5 despite the participants agreeing on the importance of the three dimensions of sustainability to tourism, there is a gap between the importance and actual performance. None of them are at a sustainable level as they could not achieve a balance between the three pillars of CSR, so consequently they could not achieve sustainability. In a holistic view, sustainability engages all the elements of the companies to contribute to the quality and progress of current and future activities (Van Marrewijk, 2003). In this study the companies interviewed failed to explain a holistic sustainability view and implementation due to lack of commitment, lack of

coordination among TSC actors (suppliers, distributors, and ownership), absence of trust in public and private actors acting with the organisation, and lack of governmental support, awareness, resources and time. These challenges are mainly apparent in tourism as there are multiple stakeholders. Thus, it causes problems in adopting social and environmental responsibilities due to different stakeholders' interests and influences of social relations (Coles *et al.*, 2013). Accordingly, in this study a strategic approach to CSR is supported.

In summary, the type of CSR in the companies interviewed is a combination of philanthropic and development CSR. The analysis of the researcher indicates that the CSR type in the companies interviewed is still based on philanthropy, adopted in its foundation with a development-oriented CSR. In this case Carroll's pyramid is inverted, as philanthropy is the primal basics of the pyramid. Abdelhalim & Eldin (2019) contradict Carroll's (1991) main assumption of CSR, as corporate philanthropy is on the top of the pyramid, meaning it must follow all the main tasks of CSR (see chapter 3). However, the type of CSR implemented in the companies in this study needs a strategic re-orientation to match sustainability with a holistic view, in addition to the regulatory role of the government to facilitate the implementation of sustainability. According to Porter and Kramer (2006), if CSR is to be strategically oriented as opposed to responsive, it should be inserted in the firm's operation as well as its value chain. Responsive CSR aims to reduce negative impacts from business activities, whereas strategic CSR encourages a win-win position achieving competitive advantage to firms' capabilities and leveraging society benefits (Farmaki, 2019; Goodwin *et al.*, 2012). Consequently, these findings support the need for reorientation and restructuring of the CSR in TSC in Egypt to CSR based on a sustainable development model, as previously presented in the conceptual framework (see chapter 3).

6.7. Chapter Summary

In summary this chapter, Part A, discusses the results from the semi-structured interviews on CSR implementation from different stakeholders in TSC. CSR

availability and conception have been explored between different TSC actors in Egypt in detail. Furthermore, it discovered the drivers that motivate the implementation of CSR, including aspects that constitute barriers to the implementation of CSR, such as lack of commitment, trust and coordination between stakeholders, as well as lack of governmental support towards CSR in tourism. In this study findings, the companies claimed that there is absence of time and financial resources to invest in CSR practices. Moreover, not only were these barriers discovered in this study but there is also a lack of awareness about CSR practices, which all hindered CSR implementation.

This chapter also illustrated the findings and discussion of the sustainability practices of the TSC actors in this study. It explored the three sustainability pillars (social, environmental and economic) in detail, showing the current practices and initiatives in each pillar. Furthermore, the link of CSR to sustainability has been explored, showing if CSR is implemented for the purpose of sustainability or needs restructuring within TSC in Egypt. PART B explores the analysis of the results (PART A) showing the connection and interrelation between the findings and previous chapters. The final chapter draws a summary of the research, its contributions, recommendations and limitations, besides proposing areas for future research.

CHAPTER SEVEN

7. CHAPTER SEVEN: CONCLUSIONS AND RESEARCH IMPLICATIONS

This study investigated the phenomenon of sustainability and CSR in the context of TSCM in Egypt. This chapter presents a conclusion of the thesis by providing a summary followed by a debate on research contributions, limitations, and future research. This research study started with the aim of exploring sustainability and how CSR is rooted in the company's actions to achieve sustainability in TSC. To contribute to our aims and objectives of this thesis, the author presented seven questions. The answers to these questions, as specified by data collected from interviews, offer complete details explaining and addressing the research questions. The following sections give a brief conclusion of the main findings of this study based on the research aims, objectives and questions.

7.1. Addressing The Research Aims

The main focus of this thesis is to investigate the phenomenon of sustainability in TSC in the context of Egypt. The objective is to explore the conceptualisation of sustainability in TSC, investigating the CSR of the TSC actors and how implementing CSR practices contribute to achieving the sustainability within the TSC in Egypt. Moreover, there is an examination of the barriers and drivers of CSR and sustainability implementation in TSC in Egypt.

The concept of CSR and sustainable development have developed separately for a long time and the correlation among the two was not clear. Following the summary of the definitions and studying the improvement process of sustainability development, it can be concluded that CSR is a business model which stimulates business contributions to sustainability i.e., it constructs an equilibrium among social anticipations, environmental requirements, and economic benefits by integrating the spirit of sustainability into the business strategy (for details see chapters 2 and 3). Recently, according to the World Business Council for Sustainable Development (2000), the collaboration between the concepts of CSR and sustainability has increased

as CSR is a vital part of sustainable development. The company's sustainability is the business's form of sustainable development, whereas CSR is a voluntary managerial tool for development of sustainability (Behringer & Szegedi, 2016; Steurer *et al.*, 2005).

According to the United Nations Global Compact (2013), corporate responsibility and corporate sustainability can be used interchangeably. The business sector, international organisations, governmental, other non-governmental actors and individuals must contribute to change unsustainable production and consumption and proceed to more sustainable designs of production and consumption (Behringer & Szegedi, 2016). Private businesses play a strategic part in solving sustainability challenges through their creativity, innovations and investments. Therefore, well-functioning and active companies could be an important driver to sustainability, whilst protecting the environment, health standards and labour rights according to related international agreements and standards (United Nations General Assembly, 2015b).

The relation between sustainability and CSR should not remain as theory only, yet more and more realistic initiatives show that businesses have a rising role in establishing sustainability development (Behringer and Szegedi, 2016). This research formulates a base for future research, where the purpose is to investigate the way in which companies in the TSC can contribute to achieving sustainability through their CSR activities.

After reviewing the literature, a gap was discovered that despite finding several frameworks for sustainability, none of them was designed and explored to link the CSR as a sustainable development model in the context of TSC in Egypt. However, the literature review helped the researcher to identify the key components of sustainability in TSC in Egypt. Consequently, the researcher could conceptualise the CSR role in achieving sustainability in TSC holistically through a legislative framework (as evident in Figure 3. 4 & 3. 5). It is evident from the literature and the empirical findings that sustainability of TSC in Egypt needs an effective legislative framework.

This study used an exploratory qualitative method of data collection using semi-structured interviews to understand the CSR and sustainability in TSC in the context of Egypt. The empirical evidence revealed the conceptualisation of sustainability within the TSC actors as being incomplete, in its simplest comprehensible form. In addition, there was an analysis of drivers behind CSR and sustainability implementation in the TSC in Egypt, revealing many barriers and challenges affecting the implementation of sustainability and CSR most of which are common in the context of TSC in Egypt. Furthermore, it investigated the three sustainability dimensions (social, environmental, and economic), TBL of the TSC, exploring the key initiatives within the supply chain actors. The analysis showed that the level of embeddedness of sustainability dimensions in the company's CSR policy is still low and needs restructuring.

Overall, this study incorporates seven research objectives to address the aim of the study discussed in chapter one section 1. 4. The following sections briefly highlight reflections on each research question and a summary of findings that addresses the research aims.

7.2. A Reflection on Research Questions

7.2.1. An Understanding of The Sustainability Concept in The Field of Tourism Supply Chain

In this research interviewees defined the sustainability concept from different perspectives. Some mentioned it from an economic dimension, others from an environmental dimension and from a social dimension. The results indicate that the perception and understanding of the sustainability concept is still narrow and differs from one person to another.

Respondents explained the concept of the sustainability from an economic perspective underlining that commitment to sustainability needs to continue to generate money and increase the market share. Thus, sustainability is understood as a marketing tool to achieve competitive advantage. I cannot say that the conception of

an economic point of view of sustainability between supply chain actors is unique to one sector more than another. Thus, findings cannot be generalised for all sectors. Yet, this sustainability conception ignores the other pillars since sustainability requires a salient economic dimension focusing on creating long-lasting financial returns and at the same time minimising negative environmental and social effects (Kleindorfer *et al.*, 2005; Xu & Gursoy, 2015).

The environmental dimension of sustainability helps to engage with how being green translates into the efficient use of resources and environmentally friendly forms of operational costs. The outcome of this study revealed that participants are making more effort to understand sustainability's environmental aspects over social ones. This is due to the pressure from environmentalists and government policies and strategies which have led to more awareness in relation to environmental issues, and the degree of tourism pressure on the environment. Some of these policies and strategies from Sustainable Development Strategy are: Egyptian Vision 2030, Integrated Sustainable Energy Strategy (ISES), Low-Emission Development Strategy (LEDS), National Climate Change Strategy (EEAA, 2021; Ministry of Planning, Monitoring and Administration Reform, 2016). This understanding came from the strong relationship between tourism and the environment as preserving the environment and resources means sustainability of tourism. However, an understanding of the importance of environmental sustainability as a concept does not mean that it reflects in the supply chain and operational methods. This is evident from the real situation of sustainability certification within TSC in Egypt as it is still low especially in Cairo (see chapter 2). As mentioned before, few companies have any sustainability certification which shows that sustainability in the tourism sector is still far away from applicability and needs more effort to be established.

Few respondents understood the concept of sustainability in relation to the social dimension. Their point of view includes community issues, public health, social justice, skills, and education, working conditions, workplace safety, equal opportunity, human rights, labour rights and cultural preservation. This understanding of

sustainability concerned the social impact from tourism and how this would affect the next generations.

The outcome of this study showed that each participant has a unifocal perception of sustainability which is either an economic, environmental or social definition. However, surprisingly there was only one holistic understanding from the three dimensions or TBL of sustainability showing a balance between the three dimensions in its simplest form.

This implies that although the understanding of sustainability was not the same between respondents, they all approved of the importance of sustainability for the tourism sector and the supply chain actors in tourism. The reason behind its importance differs from one person to another, but most understood its importance from an economic point of view, which makes sense as half of all the respondents already understood sustainability from an economic perspective.

The interviewees claimed that the sustainability of tourism is crucial for these reasons: tourism is an important sector in Egypt; it is a source of foreign currency; tourism leads to offering job opportunities; enhances the image of tourism; preserves cultural and natural heritage; concerns the environmental. Once again, this is predictable as most of the respondents understood the sustainability concept from the economic perspective only. Nevertheless, generally all the participants agreed that all sustainability dimensions are important and should work concurrently, as they are all interconnected, and sustainability cannot be achieved with one pillar only. Yet, companies in this study are prioritising one pillar of sustainability over the others according to their conception and capabilities.

7.2.2. Key Drivers for Implementing Sustainability Initiatives in Tourism Supply Chain in Cairo, Egypt

The study indicated that TSC actors are knowledgeable about the importance of sustainability to the tourism sector and understand its meaning whether it is implemented or not. However, it also addressed the key factors and drivers that help

in implementing sustainability in tourism. Mostly all participants agreed that the most important factor to achieve sustainability is improving education and awareness between stakeholders, tourists, and local communities. This was also later discovered as the main barrier and challenge to sustainability implementation. The study also highlighted the importance of sustainability education and awareness to be embedded in the culture, encouraging education from a younger age to form appropriate attitudes.

This study determined another significant factor which is the governmental role. Mostly all the participants agreed that implementing and achieving sustainability in tourism needs an effective governmental role. The study revealed that mandating legislation by the government plays a crucial role in motivating companies towards implementing sustainable practices. It is also claimed that the companies are seeking greater attention and monitoring from the government side, in addition to putting sustainability into a strategic level and as priority for the sector.

Further, ensuring safety and security are presented as one of the most important factors to implement and achieve sustainability in Egypt. These concerns arose after what is called the Arab spring in 2011, the political instability in that period and subsequently which affected Egypt and the surrounding countries thus damaging tourism in Egypt. This unstable condition affected the tourism flow until 2017, when it started to slightly recover from recession. Political stability is important for tourism development.

The commitment of the leadership and management of the organization as a driver for sustainability in TSC emerged as a strong theme, as sustainability should be adopted in the mindset of the management. This comprises the preparedness and the obligation of the organization to achieve sustainability and integrate it to the company's policies.

According to this study, encouraging investment is important to achieve sustainability, since sustainability projects need huge sums of money and investment in new technologies. However, it is a good opportunity to attract new investment in tourism development because of implementing sustainability in new projects.

This study also revealed that cost reduction is a possible driver to implement sustainability in companies. The outcome indicated that companies could make substantial energy saving through changes that could cost little or even nothing to apply, by just changing behaviour towards consumption. This can be attained by several methods as from materials used, waste management and energy usage, as well as efforts to use newly developed environmental initiatives and green technologies which can improve cost savings.

Another driver that helps to achieve sustainability is the ability to engage the local community in the tourism business by providing them with jobs in tourism, and on-going staff training in sustainability issues through continuous improvements.

Moreover, another driver to achieve sustainability is improving the international image and reputation in the tourism market, since being sustainable or having sustainability as a business brand is a competitive advantage for the companies. This could be achieved by the strong advertising and marketing of the Egyptian tourism as a sustainable brand in the international market.

In this study, environmental protection is one of the drivers to sustainability of from the TSC actors' point of view, as the responsibility towards the environment and the importance of resources to tourism is a driver to inspire practising sustainability. The participants in this study from different supply chain actors explained the urgency of sustainability for a better living environment. Moreover, environmental threats such as pollution, wastes and sacristy of the resources are reasons behind sustainability development.

7.2.3. Current Barriers Facing Tourism Supply Chain in Egypt in Order to Achieve Sustainability

The significant barrier in tourism towards sustainability implementation is legislation and regulation and the lack of effective governmental role towards enforcing the rules and the monitoring processes. This study concluded that the availability of sustainability policies is not enough, as it requires a strong role from the government

side to effectively implement the policies. There is also a need for monitoring and checking their implementation and the outcome through reporting in the sector. However, there is an absence of the mechanism or framework to implement the sustainability policies and strategies. There was also a problem in the facilitation role from the government side to invest in tourism sustainability which made it harder for the companies to implement it. It was claimed that the Ministry of Tourism is not prioritising the development of sustainability as a higher priority is tourism recovery.

This study also concluded that there is lack of proper regulations as well as a poor governmental role which hold back sustainability. Even moreso, the current regulations do not consider sustainability of tourism and consequently do not assist sustainability. Most of the participants assumed that the availability of proper regulations would assist sustainability, although, policies and regulations should not be on paper only without an effective follow up and monitoring.

Another barrier to effective sustainability implementation was the poor regulation towards environmental sustainability. These are as follows: there is no enforcement for the use of renewable sources of energy in the tourism sector from the government side; regulations have been implemented related to the environmental impact of tourism operations especially to pollution and waste; no regulations are in place to reduce climate change.

One of the main factors which is a barrier to sustainability is the lack of investment and the money needed for development. Economic instability, price inflation and fluctuation of material prices are challenges to achieving sustainability in tourism.

From this research, the barriers are lack of awareness, knowledge and education which causes lack of skills and capabilities amongst current tourism employees and lack of sustainability understanding among employees. In addition, there is a deficiency in sustainability education within the tourism sector, as there is no coordination between tourism sectors and educational institutions producing graduates qualified to deal with current trends and market needs.

The study concluded that the social attitude of the locals is hindering the implementation of sustainability in tourism. This changeable social attitude is due to the previous barrier of lack of awareness, knowledge, and education to sustainability.

The outcome of this study also highlighted another obstacle to sustainability related to the commitment and efforts towards it and the associate training to the sector. Earlier, the interviewees highlighted the importance of training as well as sustainability knowledge which should be understood between employees. Although all the interviewees highlighted the importance of training to the sectors' sustainability, it was not sufficient and was not an actual sign to the provision in real life as there was low provision. There is a deficiency in qualified training bodies, teachers, and institutions in terms of number, capacity, and accessibility for tourism. This showed that the commitment of the TSC actors is still low and differs from one stakeholder to another.

The final challenge and barrier towards sustainability that appeared in this study was the missing of supply chain coordination and collaboration, and finding out that the supply chain actors are not collaborating to attain sustainability to the TSC. The study demonstrated that there is no information sharing within the sector besides the lack of coordination between supply chain actors. In addition, there is absence of reporting between supply chain actors towards sustainability either to the public or to the stakeholders. This constitutes a new important finding to the study to understand the challenges facing TSC in Egypt.

7.2.4. CSR Policy Commitment in The Tourism Supply Chain in Egypt

Results show that most of the companies have a CSR policy, but a few do not have one and are just following the company conception. CSR commitment is voluntary and guided by philanthropic views. This is due to the voluntary basis of the CSR activities and the absence of a clear policy followed by most of the companies in this study. It shows that the CSR policy is not clearly understood in the company which results in ineffective implementation. Most participants approved their company's unplanned, voluntary CSR initiatives, which only vaguely stemmed from the company's legal obligations.

The companies' first driver to a CSR policy commitment is based on voluntary and corporate commitments. One of the main drivers influencing the adoption of CSR is the management values and commitment. The owners and the mother company's management of these tourism companies participate in CSR because of compassion and humanity, based on their idea of good conduct.

The following driver is legislative pressure, although the importance of legal pressure on the tourism companies, is still not identified as an influential driver to CSR implication.

Customer pressure also affects the CSR implementation and the company's commitment. The awareness of the new generations inspecting the business responsibility regarding their social and environmental obligations affects the choice of tourist when planning a tourism service. However, it is not a powerful driver to CSR commitment.

In this study, the CSR is usually social participation of the company. It clarifies the participants' understanding of CSR simply as social activities and responsibilities. Moreover, CSR is used to enhance companies' image, as a marketing and publicity tool.

7.2.5. Key Barriers to Practicing CSR Within Tourism Supply Chain Actors in Egypt

Since the drivers of CSR were discussed, this study also explores the barriers to CSR implementation. The conclusions were: lack of commitment, lack of coordination and collaboration among TSC actors (suppliers, distributors, and ownership), absence of trust in public and private actors with the establishment, lack of governmental support, lack of awareness, and lack of resources.

Lack of commitment was one of the main barriers to CSR implementation. However, there is a contradiction between being committed to CSR through ownership as the main driver, which can simultaneously be a barrier against effective CSR implementation. This concludes that the ownership and the management of the

companies participating in this study have different priorities towards a CSR policy, which clarifies the ineffective implementation of CSR policy.

There is also another barrier towards lack of commitment of CSR which comes from other actors in the TSC, not only the ownership and the management of the organization. The results showed that there is lack of coordination and collaboration between the TSC actors in CSR implementation. This is a common barrier for sustainability implementation discussed earlier. Therefore, coordinating CSR between the TSC actor would greatly affect sustainability implementation in an effective way.

Lack of trust and credibility to the supply chain actors and key stakeholders in government, civil society, and the private sector made it difficult for the companies to invest in and implement CSR. This lack of trust had an adverse effect on adopting CSR successfully which caused obstruction of information and knowledge sharing within the sector.

This study concluded that lack of governmental support has a great effect on CSR and sustainability implementation as discussed in sustainability barriers. This common barrier highlighted the deficiency in the government to regulate a framework towards CSR and consequently sustainability. Accordingly, it is difficult to coordinate CSR practices as every company applies its own conception and practice. Moreover, the low governmental support given to CSR projects make CSR programmes highly priced. Consequently, lack of governmental incentive, economic and political systems are barriers to participating in CSR.

The lack of knowledge and awareness about the CSR, its importance and what it could achieve is serious barrier to implement CSR practices and consequently sustainability. This is a common barrier to sustainability discussed in this study, resulting from lack of training and no provision of CSR information, cause poor understanding of CSR practices by most of the companies within the sector.

The outcome of this study and also an important barrier underlying CSR implementation is lack of resources from financial, human and time resources. This

barrier is another common barrier to sustainability, particularly, if CSR is sustainably focused, as sustainability is a never-ending wheel which costs a considerable money and time. This challenges companies to implement CSR, as companies are originally seeking profit and their financial situation would decide to their participation of CSR.

7.2.6. Current Sustainability Practices Being Implemented in Tourism Supply Chain in Egypt

This study explored the different CSR and sustainability practices being implemented in the companies within the TSC. Although it shows that there is positive initiative between the companies to implement sustainability, full implementation is still not established along with fully integrating sustainability practices. This section concluded the main findings for CSR and sustainability practices under social, environmental, and economic dimensions in TSC.

A. Social Responsibility

This study shows the social aspect within CSR is the most evident and effective practice more than other sustainability practices. The CSR social dimension is mainly based on philanthropy and charity, which has always existed due to the Egyptian religious society that permanently cared for disadvantaged groups and had charity activities. This study concluded that Egypt's religious frame is always encouraging and promoting social responsibilities, mainly with the community. Furthermore, this religious frame has driven the philanthropic side of CSR activities, formulating the informal and voluntary actions by companies and individuals. CSR in Egypt is perceived in a different way, meaning there is an Egyptian definition of CSR. Consequently, in Egypt CSR practices are generally based on a long history of charity, voluntary, informal practices and driven by religious beliefs from centuries ago. Additionally, the findings revealed that there is a positive social performance towards sustainability which is voluntary. These include the charities and donations given to the society through charitable organisations to support healthcare, education, and social development especially through the holy month of Ramadan.

Moreover, part of the CSR practices of the companies provides jobs to the community which will consequently help in poverty reduction. Finding that tourism development is helping in poverty reduction and had a direct impact on the community. Accordingly, there is a positive impact on the community from social development and through providing job opportunities in the industry.

Other social activities regarding sustainability include: supporting local communities through purchasing products, souvenirs and services produced locally; engaging poor communities in providing tourism facilities and visits; organising tourism events with the local community; providing info on local events to tourists and encouraging them to participate; involving the local communities in their development decisions; and offering them education about the developed projects. There are efforts to give attention when accessing resources, land and local communities when planning and managing the tourism service. The outcome of this study stressed the importance of resources and the idea of continuity and sustainability in tourism, yet the efforts are still modest.

Regarding preservation of cultural heritage, the study shows that there are efforts to educate people, tourists, and staff to improve the understanding among tourists and locals. We can conclude that there is a positive social attitude by the interviewees regarding preserving culture heritage. This attitude is in favour of the sustainable development of tourism. In addition, these social attitudes can be understood as a desire to attain social benefits for the people. Tourists should show respect to the culture, values of the locals, the place they are visiting, and the locals should be treated in an equal and fair way without exploitation.

The study revealed that there is social responsibility towards preserving the natural heritage. These efforts involving cleaning sites and collecting waste and garbage. Local people and tourists can be educated by volunteers about the importance of the places they are visiting, highlighting their role in being clean and keeping places clean.

The social responsibility towards people internal to the organization such as the employees is sufficient and acceptable. All the companies consider the importance of the wellbeing of their employees. These companies are providing good working environment, listening to their employees and having a mix between different genders and ages. Besides, medical care and social benefits to their employees. There is still an opinion that salaries in Egypt are quite low. The companies agreed that the salaries in tourism are good but need to be raised because of the seasonality of tourism and service fluctuation over the year. Moreover, there is deficiency in providing suitable training regarding sustainability of tourism resulting from absence of funds.

In this study, social responsibility towards the customers is also present, as companies are trying to offer a satisfying and rewarding experience to tourists. In addition, some of the companies are trying to market sustainable packages, make tourists aware of sustainability issues in tourism and influence their activities.

B. Environmental Responsibility

The study explored environmental attitudes and practices of the TSC actors. These practices involved efforts toward water and energy saving, resources allocation, waste reduction and management, reduction of climate change, and use of eco-friendly products and certification.

The findings showed that water saving practices are highly important to all the participants. This includes some practices for reusing water in irrigation and water conservation through reducing water consumption by water saving devices. However, these are based on individual efforts and not widespread over the sector.

There are also efforts by the companies to reduce electricity consumption by most of the participants. These are through efforts to educate and provide awareness to people about the importance of energy saving, while energy efficiency and low emission equipment was not universal or generalised in the tourism sector. The company's main initiative regarding the energy saving is for reduction of cost and not for environmental sustainability purposes.

There are efforts from the companies towards using renewable energy technologies and increasing their use of renewable energy. Most of these practices are from the government side and few from the hospitality sector claiming new projects and technologies attempting to be adopted by the sector especially hotels. However, the supply chain actors had a different point of view, claiming that these measures are not enforced on all the sectors. This could be linked to a number of barriers discussed in chapter 5: the governmental role towards the environment, rules and polices; little efforts towards sustainability; lack of investment and money; and non-collaboration between the actors in TSC.

There are some waste management practices to reduce the amount of waste produced and recycling, including food, paper, and plastic wastes. The waste management practices found in this study result from following regulations. However, most companies are outsourcing for this service. In this study half the companies are involved in recycling schemes, although these efforts are still not optimally applied as it constitutes a cost burden. This supports the same view stated before in the barriers to sustainability which is lack of funds. On the other hand, there are efforts to increase awareness of the employees about recycling and segregation of wastes.

A few in this study are trying to reduce their CO_2 footprint, mainly through their vehicles. The government side is more involved in projects in climate change reduction to for a better environment and reduce the climate change. However, most of the companies know the importance of EIA but few are using it in their projects.

There are few efforts to using sustainable materials and eco-friendly products within the TSC actors. These include recyclable materials and purchasing materials from a sustainable source depending on the company's initiatives, even if the suppliers of these products are rare. Furthermore, biofuel is not well established within the companies in the TSC.

Sustainability certification was not widely found within the companies participating in this study, showing that little attention is given to its importance. However, the driver behind obtaining certification is using it as a marketing tool rather

than achieving sustainability. Furthermore, this study revealed that there is encouragement from the government towards sustainability certification.

C. Economic Responsibility

There is a positive economic attitude which is in favour of sustainability. However, applying suitable analysis for the economic contribution figures is still absent in all the companies, as half of the companies participated in this study only use such analysis. TSA or similar analysis for the correct tourism expenditure and contribution. Although it supports taking the right development decisions, it is still not widespread in all the sectors.

There was also a positive attitude for all the companies to find new sources of income, new infrastructure investment and development in sustainability. However, there is a need to simplify investment requirements by providing facilitation in taxes and payments to more investment to tourism sustainability.

Companies are keen to offer employment opportunities and economic development by boosting economic activities in rural areas. In addition to the company's initiatives to achieve economic gains to local community, they encourage tourists to use local services and buy local products.

7.2.7. Current CSR Policy and Sustainability Practices Within Tourism Supply Chain Actors in Egypt

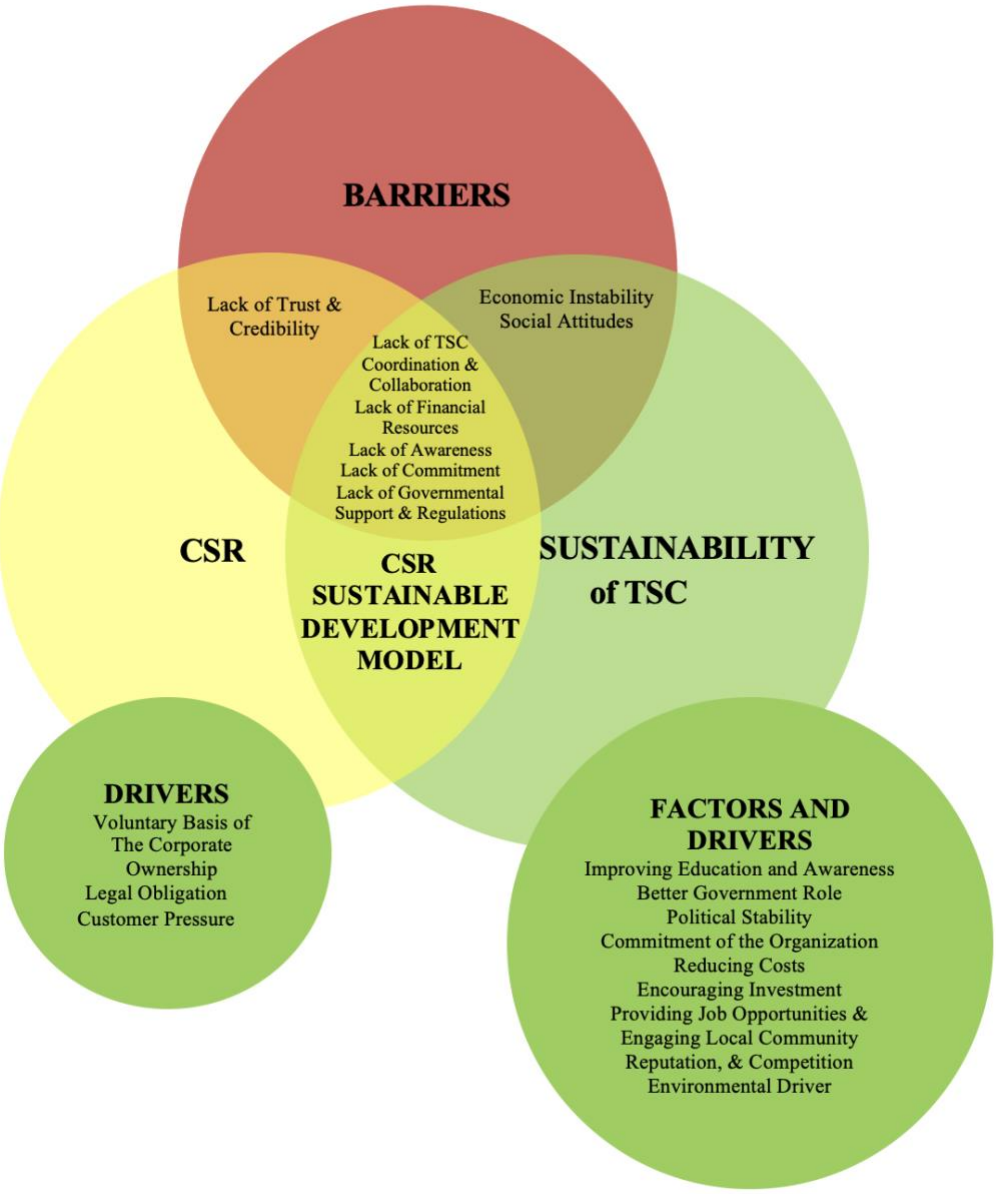
Consequently, findings demonstrate that the CSR in the companies participating in this study is not strategic CSR or based on sustainability plan but lacks a holistic view of the TBL. However, any sustainability initiatives, are not imbedded in the CSR policy in most of the companies. In addition, all the CSR and sustainability initiatives are based on voluntary action due to a religiosity driver and on a responsive base without coordination with a development plan. This explains the need for a strategic change in the CSR of the companies in TSC, empowering the role of strategic CSR in achieving sustainability. However, in this study, more effort is given to social responsibility than other sustainability responsibilities in comparison to environmental sustainability.

This study revealed that there are constraints for sustainability implementation which are also common to the CSR adoption in the TSC in Egypt (see Figure: 7. 1). These include lack of awareness, lack of financial resources, lack of TSC actors' commitment, lack of TSC coordination and collaboration, and lack of government support, legislation, and regulation. Overcoming these challenges would lead to improved sustainability implementation. Consequently, to simplify the implementation of sustainability in TSC in Egypt, there is a requirement for effective governmental involvement in supporting the programmes of CSR through a legislative framework conceptualising, promoting, evaluating, and monitoring the implementation of companies CSR as a sustainable development practice (for details see chapter 3, section 3. 3). In addition, this study showed numerous factors and drivers for sustainability implementation that gives a good insight into tourism sustainability. These drivers are very encouraging if they are taken in consideration and can help in overcoming the challenges of sustainability implementation in the sector.

Findings showed that there is a gap between importance and performance. In chapter 5 the study showed the importance of sustainability to tourism from the TSC actors' perception. However, in chapter 6 the sustainability performance within the CSR policy was different from what perceived earlier. This shows that there is a gap between perception and actual performance. According to a study done by Font, Walmsley, Cogotti, McCombes and Häusler (2012) investigating CSR policies and practices of international hotels, indicated that the hotels' corporate systems were not essentially reflecting the actual operation. Consequently, large hotels are more comprehensive in polices but not in their implementation.

The following figure illustrates a model connecting CSR and sustainability concluded from the data collection. This model is a result of merging Figures 5. 1 and 6. 1, showing the commonality of the barriers between CSR and sustainability in TSC (see Figure 7. 1). Overcoming these common barriers should help better implementation of CSR and Sustainability.

Figure 7. 1: CSR Sustainable Model Drivers and Barriers



Source: Created by The Author

Next Table 7. 1 presents a summary of the key findings derived from this research.

Table 7. 1: Key Findings

Key Themes	**Key Findings**
Sustainability Understanding	Mainly based on a viewpoint from understanding economic sustainability, as sustainability means existing and continuing.
Sustainability Factors and Drivers	Improving education and awareness Better governmental role Political stability and safety Commitment of the organization Encouraging investment Reducing costs Providing training, job opportunities and engaging local community Reputation and competition Resources and environmental protection driver
Sustainability Barriers	Regulations and policies towards sustainability and its effect Government role towards the environment Lack of financial resources and economic instability Lack of awareness, knowledge and education in the sector Social attitude issues Lack of commitment towards sustainability understanding and associate training No supply chain coordination and collaboration
CSR Drivers	Mainly derived from the commitment of the organisation and voluntary actions Second comes the legal obligation Third is derived from social pressure
CSR Barriers	Lack of commitment Lack of coordination & collaboration among TSC actors Lack of trust and credibility Lack of governmental support

	Lack of awareness Lack of financial resources
CSR & Sustainability	CSR is not based on a sustainable development or sustainability plan. It is based on philanthropic and religious voluntary practices of CSR. Sustainability initiatives are still in the initial phase. There is a need for legislative framework for promoting and enforcing sustainability.

Source: Author's Data

7.3. Contributions of the Study

7.3.1. Theoretical Contribution

This study contributed significantly to the STSC literature through a qualitative study analysis linking CSR to sustainability, within the context of TSC focusing on Tier 1 actors. It also extended the knowledge in a rarely studied region of the world with regards to the TSC sustainability in the context of Egypt. Additionally, this research makes a valuable theoretical contribution in conceptual understanding of sustainability in TSC in Egypt. Therefore, the theoretical merit of this paper lies in providing a conceptual framework.

The author used a stakeholder theory to explore the CSR and sustainability in the TSC in Egypt. Data was collected across two different stakeholder groups as identified by Nicholas *et al*. (2009), which involves the government/local authorities and industry/private sectors, to understand the sustainability of TSC from different stakeholders' perspectives, mainly the tier 1 suppliers. The research findings of different stakeholders provided a rich basis for further theory development in this study area.

The literature on sustainability of tourism firms has long practice of a narrow and descriptive approach and has not clearly drawn on some of the broadly accepted conceptual frameworks in management. This study presents a conceptual framework

to recommend the sustainability in tourism supply chain through imbedding the CSR in a core business model and a policy as an agent to sustainability implementation. The legislative framework has been developed to define the relationship of the government and the role of the strategic CSR with the aim of achieving TBL sustainability. Furthermore, a STSC model has been developed, linking the legislative framework to the TSC actors, and showing its impact on the business.

This is the only exploratory study investigating sustainability in TSC in the context of Egypt. Therefore, this research study can help future researchers to understand sustainability from different TSC stakeholders' viewpoints in the context of Egypt. Additionally, the potential of social, environmental, and economic aspects addressed in the TSC can provide insight for researchers to progress toward sustainable tourism development.

Being one of the very few studies made on CSR practice in Egypt, this research contributes to the existing knowledge of CSR in the field of tourism within the context of Egypt. The characteristics of strategic CSR could support future scholars to recognise a wide assortment of business activities that provide mutual benefits to the company and the society.

This study explored the drivers and barriers of sustainability in the context of TSC in Egypt taking into consideration different stakeholders' point of view. The current literature showed drivers and barriers to sustainability development in tourism industry, but drivers and barriers existing within the context of TSC in Egypt were still unknown. This study discovered new drivers such as the as economic and political stability of the country. New barriers to sustainability were identified as social attitude issues and community readiness, commitment and efforts towards understanding sustainability and associate training, and lack of TSC coordination and collaboration. Exploring these drivers and barriers helped the researcher design an STSC model (see chapter 3) and suggest target solutions to those barriers. Moreover, it offered several valued platforms for future research about the sustainability of TSC. Definitions, drivers and barriers and conceptual models are essential foundations that future

research can build on to explore different areas. This research provides basic initial support for future researchers.

This is one of few studies that provides a deep understanding of CSR practices in the context of TSC in Egypt. It explores the drivers and barriers of CSR implementation and offers important recommendations for CSR practice improvements to be an instrument of sustainability in Egypt in the Egypt legislative model (see chapter 3). It provided various valuable platforms for future research in CSR in TSC. Definitions, drivers and barriers and conceptual models are very basic foundations on which future researchers can build.

This study contributes to the literature as it constitutes one of very few studies that link the CSR model to sustainability, specifically in the context of TSC in Egypt.

*7.3.2. **Practical Contribution***

The practical contributions of this research are significant because they provide feasible implications for the knowledge available to different stakeholders in Egyptian TSC. Corley & Gioia (2011: 17) have emphasised that, "*Theory must be useful or somehow have utility in its application, either for other organizational researchers or for practicing managers*." These practical implications are for the different stakeholders in tourism practices to better implement and promote sustainability of TSC in Egypt. Given the importance of practical implications (utility), this research discusses its practical contributions in the next section:

The Egyptian government should have a more effective role in sustainability implementation and promoting CSR through legislative frameworks. It needs to actively support and initiate sustainability practices to motivate companies in TSC towards sustainability practices. A powerful, effective government role is required, which includes a legislative and regulatory framework of CSR based on the sustainability development goals. The CSR practices and its measurement, accreditation, and reporting should be as clear as possible, and comprehensible to the business (Camilleri, 2019), in addition to the monitoring and auditing which encourages CSR reporting.

The author recommends that the government dedicate a CSR monitoring unit whether that be a department or an authority according to what suits the government structure. This unit should be responsible for recognising areas of prioritised CSR projects based on a sustainable development plan of Egypt and community needs. It can promote CSR policy such as tax incentives to companies participating in CSR, support certain CSR activities related to society and the environment and finally prepare and implement a CSR framework helping companies to better adopt CSR practices for sustainable development in Egypt. Companies are obliged to release annual CSR and sustainability reports listing their CSR projects in detail for monitoring and evaluation purpose.

Collaboration and coordination between the government and the other actors of TSC should be encouraged. The findings suggested that effective collaboration has a vital function in implementing CSR and sustaining tourism. The findings of this study recall that sustainability practices are not focused on specific areas but should be practiced in the entire TSC, interfacing with all supply chain actors (Babu, Kaur & Rajendran, 2018; Sigala, 2008). Implementing sustainability to supply chains could create advantages to all the supply chain members (Hall *et al.*, 2012; Xu & Gursoy, 2015), mainly, in industry with high contact like tourism (Xu & Gursoy, 2015). Participation of supply chain members in CSR practices can have profound impacts on its success. Trust and accountability between SC actors can help to generate responsibility and trust among the TSC and the whole tourism industry. Moreover, sustainability practices must be considered as an SC issue and must be handled mutually with all TSC actors (Babu, Kaur & Rajendran, 2018).

Local community involvement is important for long-term sustainability in tourism, so raising awareness should be addressed through education and community participation encouraged. Educating staff, suppliers, local community, and customers concerning the significance of sustainability practices is a suitable start to create consciousness and involvement in sustainability.

Understanding customers' demands of sustainable products can lower the gap between expectation and performance. Lee and Yun (2015) pointed out that in previous decades customer awareness about social and environmental issues has been increasing. Nowadays customers intend to buy more sustainable products which is considered as a positive inspiration of sustainability practices (Babu, Kaur & Rajendran, 2018). Matching expectation with experience can lead to customer satisfaction resulting in frequent visits in the future (Babu, Kaur & Rajendran, 2018; Ziegler *et al.*, 2012).

Long term determination is suggested as it is the basic term of sustainability implementation. Thus, routine monitoring and assessment is necessary, which can provide a full track of sustainability development in the TSC, complete awareness and understanding of the current implementation and changes of figures. There should be a strict regular monitoring of companies' pollution levels and penalties for violation of standards and models, even if sustainable practices are implemented.

It is recommended that senior management of the companies support sustainability by allocating funds for sustainable practices. Each member and staff of the business must be encouraged for successful implementation of sustainable practices by considering it as a continuous and ongoing development process and not a voluntary practice.

Tourism companies need to be conscious about what constitutes CSR policy. The government should support these companies to participate in holistic CSR as a strategic plan. Consequently, the companies should do more than just complying to implement a CSR policy, which requires embracing sustainability in the CSR policy of the company to facilitate sustainability implementation. These businesses should contemplate CSR as part of their companies' operations, by involving the social, environmental, and economic dimensions, and not as a luxury practice depending on extra funds or time. This would require application of a holistic approach to CSR which entails companies including sustainability dimensions in their CSR policy.

The companies should also have a package of CSR plans, budgets, and periodical reports for their CSR activities for several stakeholders. However, in this study CSR reporting is low and mainly derived from enhancing the brand image and advertisements and is not based on the outcomes of a sustainability plan. Encouraging CSR reporting of sustainability indicators of the businesses is recommended, with a uniform minimum standard agreed on, as well as the requirement of having independent external auditing. Therefore, there should be a certain number of CSR projects for advertisement and companies that should not exceed this percentage or limit. This should lead to greater commitment and credibility from businesses. Trust can be gained by tourists ensuring they are buying from companies with a proven record of environmental and social responsibility.

Companies using CSR practices as philanthropic activities may no longer distinguish themselves or end up with a sustainable competitive advantage. It is vital to recognise why several companies are involved in CSR, with variable degrees of force and success. Therefore, more communication and discussion with all stakeholders group embracing (governments, customers, employees, societal groups, and marketplace) is encouraged. A strong relationship with the stakeholder is needed to create knowledge to improve business performance and skills.

7.3.3. Methodological Contribution

This study employs a purely qualitative research methodology and is directed by interpretive research philosophy, due to the nature and characteristics of the study. Many researchers successfully used this philosophy in their research, focusing on sustainability development in tourism. This research was conducted in the context of Egypt to explore and investigate the insights and perceptions of different stakeholders' views regarding the phenomenon of sustainability in TSC, and its links to CSR practices in tourism. This study focuses on taking an exploratory approach for its comprehensive contributions. This research used a qualitative research methodology, which involved semi-structured interviews as an instrument for primary data collection

and thematic data analysis techniques to understand sustainability and CSR in the context of TSC in a holistic way.

Qualitative research is fundamental during the initial phases of a study area where little information exists, and essential when there is no solid background for the researcher in the subject (Maxwell, 2005). It provides an avenue for the researcher to collect data inductively, with a view to providing insightful knowledge of the topic under research, emphasising the subjective nature of human participants (Gephart, 2004). This type of methodology is deemed suitable to the study as the area of sustainability in TSC in Egypt is under researched and constitutes the only exploration of the TSC sustainability in Egypt from different stakeholders' perspective in the field of tourism supply chain research context.

7.4. Research Limitations

Like any other research this study has its limitations. This study was conducted in a tourism service context within a specific geographical context and the findings may not be generalised for other service sectors.

The research is exploratory based on a qualitative method for understanding sustainability in TSC and did not use any quantitative analysis. Therefore, it did not measure the performance of any sustainability indicator identified within the TSC actors.

This research took samples from some tourism and hospitality companies which were mainly multinational as they form the bulk of investment in this sector, and are considered to be pioneers and leaders in this market.

This research targets the CSR and sustainability practices of companies in TSC from the tourism service providers' point of view only, omitting the customers' opinions.

The study provides a conceptual model, which nevertheless has not been tested or validated.

7.5. Areas for Further Research

This study focuses only on perspectives of different TSC actors from the supply side of the service excluding the customers. It is also essential to investigate sustainability from the demand side, i.e., the conception of sustainability products to customers. Moreover, it is intensely recommended that future research analyses the impact of tourism sustainability on the satisfaction of customers, their loyalty, and readiness to pay.

It also suggested that CSR initiatives of other stakeholders involving non-governmental bodies, local communities dealing with tourism companies can be explored in further studies. This can provide a better avenue for examining and assessing sustainability of CSR outcomes.

Academics may be giving more attention to strategic CSR, so that further research is required to link strategic CSR with tourism subjects.

This study explored the big picture of CSR and sustainability of TSC in Cairo, Egypt. A longitudinal study in each independent supply chain is recommended in the tourism sector. Vertical exploration of CSR and sustainability of the air transport, hospitality and tour operators' supply chains in Egypt is required.

Future research is recommended to consider collecting statistical data to measure the impact of sustainability indicators on the performance of TSC in Egypt. Therefore, there is a need for suitable performance indicator metrics for TSC in Egypt.

This study provides a conceptual model for CSR and sustainable TSC management in Egypt and briefly discusses the benefits that would be gained if this model is applied. However, it is recommended to further test and validate this model.

Potential studies could extend this research by empirically analysing the outcome of CSR practices on sustainability performance of TSC quantitatively, or by conducting qualitative case studies with different TSC actors in Egypt.

This study targeted the CSR and sustainability of multinational companies, so that it is recommended to further study national level stakeholders and SMEs in Egypt.

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Appendices

Appendix 1

Interview Questionnaire

Section 1: Company profile

Company Name

_____

Brief history of the company?

Which is the most describes your business?

International Hotel	❑	Medium Sized Hotel	❑
Small Hotel	❑	Local Hotel	❑
Tour Operator	❑	Travel Agency Category A	❑
Travel Agency Category B	❑	Travel Agency Category C	❑
Governmental Travel Agency	❑	International Travel Agency	❑
Small To Medium Travel Agency	❑	Transport Operator	❑
Tourism Service Provider	❑	Ground Transport Operator	❑
Air Transport Provider	❑	Environmental Governmental Body	❑
Ministry	❑	Sustainable Development Department	❑
Other (please specify): _____	❑		❑

Who are the company stakeholders?

Who are the company's customers?

Telephone_____ Fax _____

E-mail_____@_____ Web site: _____

Section 2: Key Concepts

1. ***How do you define the phrases 'sustainable tourism' and 'sustainability'?***

2. ***How do you think that sustainability is achievable in practice?***

3. ***How important do you think sustainable tourism is for the country? Why?***

4. ***Which sustainability perspective is important "economic, environmental and/or social" to your company?***

5. ***What are the key sustainability issues that the company faces?***

Section 3: Strategy and policy

1. Please answer the following either with Yes or No

Questions	Yes	No
Does the company have CSR policy?	❑	❑
Is there clearly explained CSR policy? If yes, does it commit to elements of sustainability? (Concerns about social and environmental impacts in addition to economic development).	❑ ❑	❑ ❑
Does the company report their CSR policy?	❑	❑
Is the company's sustainability plan different than CSR policy?	❑	❑
Is there clearly explained tourism policy? Does it commit to elements of sustainability? (Concerns about social and environmental impacts in addition to economic development). Please specify_____	❑ ❑	❑ ❑
Does the legislation consider the sustainability of tourism and is it enforced on the sector? (Relationship between tourism law and other legislation has effect on the sectors) Please specify_____	❑	❑
Do regulations assist or hold back sustainability development in tourism? Please specify how_____	❑	❑
Is there specific tourism legislation as Tourism Act? "Current legal document"	❑	❑
Is the tourism policy up to date?	❑	❑
Is the tourism policy effectively implemented? If yes, is there any reports evidencing the implementation? Please specify_____	❑ ❑	❑ ❑
If previous question is no, what are the factor impaired implementation? (Choose what is appropriate)		

Lack of funding, investment (local or FDI)	❑	❑
Insufficient capacity and technical ability	❑	❑
Inadequacy of plan	❑	❑
Poor communication	❑	❑
Weak ownership and lack of commitment	❑	❑
Other (please specify): _____	❑	❑
Is tourism recognised as priority sector to the government and other departments[6]? (Please specify) _____	❑	❑
Is there any engagement from other ministries in tourism governance?	❑	❑
Is there a process for engaging stakeholders in tourism governance?	❑	❑
Are NGOS, educational and other civil society bodies[7] engaged in national tourism structure?	❑	❑
Is Egypt actively engaged with other bodies (globally and regionally) and other countries on tourism development and management? (Exchanging of knowledge and skills, engagement in joint activities) Please specify_____	❑	❑

2. Does the CSR policy cover: (please choose what is appropriate)?

Sustainability plan	❑	Poverty reduction	❑
Economic development of underdeveloped regions	❑	Code of Conduct for the Protection of Children Against	❑

[6] *Other ministries affecting tourism sector (those responsible of economy, development in general and budget allocations). Tourism contribution should be recognised by other ministries influencing external relations, visas and security, other sectors related to tourism as cultural, natural, and agricultural.

[7] *Bodies representing conservation, culture and gender interest as well as local education and training should be involved. Those who are responsible locally for tourism have sufficient skill and experience including sustainability access.

		Commercial Sexual Exploitation	
ECPAT child protection policy	❑	Reduction of climate change	❑
Charities and donations	❑	Recycling plan	❑
Resource management	❑	Workers right and work condition	❑
Other (please specify): _____			❑

3. ***Would you please rank from 1 to 5, where 1 is very low influence/importance and 5 is very high influence/importance, each of the following?***

Rate to what extent the following reasons have encouraged CSR in your establishment	**1**	**2**	**3**	**4**	**5**
Public incentives (subsidies, taxes incentives, etc.)					
Compliance with legal obligations (legislative pressure)					
Requirements or pressure from tour operators, travel agencies, etc.					
Requirements or pressure from suppliers					
Requirements or pressure from customers					
Social pressure (local community, NGOs, etc.)					
Voluntary Commitment of the management and/or owners of the enterprise					
Other (please specify):					

4. ***Assess to what extent the following aspects hinder the implementation of the CSR in your establishment? (Please choose what is appropriate)***

Lack of commitment by the ownership (shareholders) of the company	❑	Lack of commitment by suppliers	❑
Lack of commitment by distributors (tour operators, travel agents, etc.)	❑	Lack of trust in public and private actors acting with the establishment	❑

Other (please specify): _____	❑

Section 4: Social

A) Poverty reduction

1. ***Is tourism contributed to the poverty reduction strategy papers as a vehicle for poverty reduction?***

2. ***Have you ever implemented any of the following measures which might support the local community? (Please choose what is appropriate)***

Actively purchased products and services produced locally	❑	Organised a tourism event with the local community	❑
Voluntary giving to assist poor communities	❑	Provided details of local events to customers	❑
Company committed to pro-poor tourism and working with local communities	❑	Engaging poor communities in providing tourism facilities and visits (Provision as accommodation guiding, visiting attraction, village visits, catering and events for small tourism business).	❑
Offering retailing units of local crafts in accommodations for local women to market their handicrafts at nearby hotel	❑	Assessment to estimate the proportion of tourism spending reaches the poor and how does it reach them.	❑
Structure to advise and assist poor communities on tourism business development	❑	Other (please specify): _____	❑

3. ***Please answer the following either with Yes or No***

Questions	Yes	No
When planning and managing tourism, is there any attention paid to access resources, land, local communities? Please specify_____	❑	❑
Are local communities involved in development decisions? Please specify_____	❑	❑
Does planning for new tourism infrastructure has impact on poor communities?	❑	❑
Does the company believe that there is negative impact from tourism on local communities as a result of development? Please specify_____	❑	❑
Does the company make effort to improve the understanding among tourist and locals? Please specify_____	❑	❑
Does the company ensure a satisfying and rewarding experience for clients?	❑	❑

4. ***Is the company engaged in any of this social responsibility? (Please choose what is appropriate)***

Charity giving NGOs	❑	Hospitals	❑
Medical research	❑	Donation	❑
Other (please specify): _____			❑

5. ***Are these groups integrated within the tourism sector, please state their percentage to the company?***

% Women	❑	% Young people	❑
% Elderly	❑	% Disabled	❑

What are the steps taken to enhance their position and opportunities? Please specify_____

B) Work and development

1. ***Would you please rank from 1 to 5, where 1 is very low influence/importance and 5 is very high influence/importance, each of the following?***

Areas of importance	**1**	**2**	**3**	**4**	**5**
Assessment of skills gap and training needs, covering the existing and future development					
Knowledge of sustainable tourism between employees					
Provision for tourism training regarding sustainability of tourism					
Quality accreditation for tourism training and courses offered					
Tourists' environmental awareness					
Enough of qualified training bodies, teachers and institutions in terms of number, capacity and accessibility for tourism					
Understanding sustainability in relevant trainings.					
Regularly auditing of knowledge and skills of the employees					
Encouraging non-local employees to be involved in your organization					
Incentives for promoting employment, especially to a particular group (Woman, youth, local resident, minorities or people with particular needs)					
Legislative basis sufficient for requiring and enforcing decent work in your company and tourism sector					
Decent Working environment					
Workers right					
Surveys of Staff satisfaction					
Other (please specify):_____					

2. ***Please answer the following either with Yes or No***

Questions	Yes	No
Is there any perception that there is lack of skills amongst current tourism employees? Please specify_____	❑	❑
Is there any perception of lack of knowledge of sustainable tourism between employees? Please specify_____	❑	❑
Are there suitable and sufficient training available in sustainability issues and the related skills? Please specify_____	❑	❑
Is there a system of qualification and skills standards relevant to the sector needs?	❑	❑
Are employees' salaries suitable for good standard of living? Average salary?	❑	❑
Does the company offer medical care for employees?	❑	❑
Does the company offer social benefits for employees (Clubs, gyms, social activities)	❑	❑

3. ***Is there any employee classification according to? (Please choose what is appropriate): (please choose what is appropriate)***

Gender	❑	Race	❑
Marital status	❑	Age	❑
Religion or belief	❑	Sexual preferences and orientation	❑
legal status	❑	Nationality or ethnic origin	❑
Other (please specify): _____			❑

4. ***What are the Percentage of locals employed in the company: Percentage non-locals employed in the company?***

5. ***What is the Average wage of locals employed in the company: Average wage of non-locals employed in the company?***

Section 5: Environmental, Natural and cultural

1. ***Do the country's tourism policy cover tourism sustainability issues related to: (please choose what is appropriate)?***

Climate change reduction	❑	Ecotourism	❑
Resource management (land, water and energy)	❑	Conserving natural heritage, (biodiversity and landscapes)	❑
Development of tourism in natural areas	❑	Sensitivities of natural and cultural environment	❑
Resource constraints	❑	Other (please specify): _____	❑
Are these integrated and linked to company's CSR policy? Other (please specify): _____			Yes ❑ No ❑

2. ***Please answer the following either with Yes or No***

Question	**Yes**	**No**
Is there a well-established tourism offer or product related to cultural heritage?	❑	❑
Does the company market socially and environmentally sustainable tourism packages? Please specify how_____	❑	❑
Does the company comply with the Global Sustainable Tourism Council guidelines?	❑	❑
Have actions been taken to aware tourists of sustainability issues in tourism and influencing their activities? Please specify how_____	❑	❑
Are policies and actions taking place to reduce climate change? If yes, what are these actions? Please specify_____	❑	❑

Is there effective planning and managing on cultural heritage sites like: a) Visitor management, b) provision of information and interpretation at sites	❑ ❑	❑ ❑
Is there any protection for the county's natural heritage (biodiversity and landscapes)? If yes, what is the company's contribution to preserve natural heritage? Please specify_____	❑	❑
Are regulations implemented related to the environmental impact of tourism operations especially to pollution and waste?	❑	❑
Does the ministry make efforts to enforce the use of renewable sources of energy on tourism sector? Please specify how_____	❑	❑
Does the company monitor their environmental impact?	❑	❑
Does the company make efforts to increase its use of renewable energy?	❑	❑
Does the company have sufficient resources for the development and use of indicators and monitoring?	❑	❑
Does the company have any sustainability indicators? Please specify the indicators_____	❑	❑
Does the company use any KPI?	❑	❑
Does the company benchmark, compare performance in figures across sector?	❑	❑
Is Environmental Impact Assessment "EIA" effectively applied to tourism developments? Does the EIA cover social and cultural impacts? Will there be continuance and reappraisal of the EIA?	❑ ❑ ❑	❑ ❑ ❑
Are you a member of an environmental organisation? If yes, please state which?	❑	❑

3. ***Does the company measure the following? (Please choose what is appropriate)***

Energy consumption	❑	Quantity of waste produced	❑
Water consumption	❑	Level of emissions	❑
Environmental impact	❑	Level of noise	❑
Level of pollution	❑	Other (please specify):_____	❑

4. ***Does the company apply any of these schemes and/or certificates? (Please choose what is appropriate)***

ISO14000, 14001	❑	Travel life certificate (sustainability of tourism)	❑
Green Globe	❑	Eco label	❑
Environmental Management System EMS	❑	Advanced Building Energy Management System "ABEMS"	❑
Environmental Initiative EI	❑	SGS certificate	❑
Environmental Quality EQ	❑	Global Reporting Initiative GRI	❑
Carbon offset schemes	❑	Carbon Disclosure Project (CDP)	❑
Global Sustainable Tourism Council GSTC certificate	❑	The company provide information on these schemes in brochures and websites	❑
Other (please specify): _____			❑

5. ***What are the instruments used to reduce climate change? (Please choose what is appropriate)***

Regulation	❑	Financial incentives	❑
Voluntary instrument	❑	Actions to reduce carbon emissions	❑
Other (please specify): _____			❑

6. ***Does the company make effort to? (Please choose what is appropriate)***

Reduce use of water in your facilities	❑	Use sustainable products and materials	❑
Reduce office and retail electricity consumption	❑	Produce and source your own renewable energy	❑
Reduce paper usage	❑	Reduce your production of waste	❑
Purchase paper that come from sustainable sources.	❑	Other (please specify): _____	❑

7. ***Does the company make efforts to increase its use of the following: (please choose what is appropriate)?***

Renewable energy technologies	❑	Eco-friendly dryers	❑
Solar energy	❑	Produce and source your own renewable energy	❑
Water saving devices	❑	Recycling wastewater for irrigation	❑
Waste management	❑	Recycling schemes	❑
Energy efficient and low emission equipment	❑	Eco-friendly cleaning and bleaching materials	❑
Eco-friendly fertilizers	❑	Light sensors and key card light switches	❑
Recyclable materials	❑	Biodegradable plastic	❑
Eco-friendly products	❑	Biofuels “biomass fuel”	❑
Other (please specify): _____			❑

8. ***How does the company get rid of their wastes (solid and liquid)? Do you outsource for waste disposal services?***

9. ***How does the company monitor their environmental impact?***

10. How do you rate your own behaviour regarding environmental protection?

11. To what extent would the following measures help you to introduce (further) environmentally friendly practices in your business? (Please choose what is appropriate)

Information about the environmental benefits of sustainable practices	❑	Information about the environmental benefits of sustainable practices	❑
Information and guidance on the internet	❑	Training seminars and workshops about sustainable practices	❑
Information and guidance	❑	Grants and financial assistance	❑
The opportunity to discuss experiences with other businesses	❑	Case study examples of good sustainable practice	❑
Advice on the measures appropriate for your business	❑	Other (please specify): _____	❑

Section 6: Economic

1. ***Please answer the following either with Yes or No***

Questions	Yes	No
Does the company depend heavily on the charter market?	❑	❑
Does the company depend on the internet booking (Expedia, booking, Cheap flights...etc.? Percentage? Do they require sustainability standards? Please specify_____	❑ ❑	❑ ❑

2. ***Would you please rank from 1 to 5, where 1 is very low influence/importance and 5 is very high influence/importance, each of the following?***

Areas of importance	**1**	**2**	**3**	**4**	**5**
Improving of tourism product and services quality offered					
Effective system for setting, inspecting and reporting the quality standards. Please specify which system_____					
Schemes for inspecting accommodation and tourism facilities, coverage and effectiveness					
Considering risk minimization in tourism plan					
Risk of terrorism					
The measures taken to provide the security and wellbeing of tourists. Please specify_____					
Plans handling emergencies and crises					
Crisis and emergency response plan provides resources and training for staff, visitors, and residents					
Updating crisis and emergency response plan on a regular basis					
Visa procedures Are visa procedures conductive to encourage tourism? Yes/ No					
Regularly collecting data on visitor arrivals, profiles and activities Does the data collected and presented distinguish between the visitors (domestic and international) and the purpose of visit either leisure, business, or visiting friends and family? Yes/No					

Please specify_____					
Provide any sustainability information to your tourists					
Regular monitoring and reporting of visitor expenditure data, revenue per available room, employment and investment data					
Regular monitoring and reporting at least annually of direct and indirect contributions of tourism					
Collection and public reporting at least annually of tourism-related employment data, disaggregated by gender and age group					
Finding new sources of income					
Boosting economic activities in rural areas					
Increase market for local producers					
Increase outside investment in infrastructure. Please specify_____					
Increasing employment opportunity					
Other (please specify):					

3. ***Can you please categorize your rooms' rate?***

4. ***Is the TSA (Tourism Satellite Account) or similar analysis (what are these) undertaken to estimate tourism contributions to the economy? Is data collected and analysed subject to external validation (credibility of tourism statistics)***

5. ***Which economic instrument(s) used to enhance sustainability of tourism developments?***

Tax breaks	❑	Leverage to encourage resource efficient design	❑
Other related sustainability features into projects developer? (Please specify): _____			❑

6. ***Is there Investment in tourism business facilities? E.g., new hotels, other facilities and services. Have actions been taken to support and promote sustainability in such investment? Are there any barriers for securing more investment?***

Section 7: Supply chain collaboration

1. ***Please answer the following either with Yes or No***

Question	Yes	No
Does the company collect information on whole supply chain structure, performance of the tourism sector and employment within it?	❑	❑
Does the company use carbon offset schemes when choosing air transport providers?	❑	❑
Are there any certification schemes the company use to identify business complying with sustainability standards? (Eco-label or other certification scheme). Please specify_____	❑	❑
Are there any actions taken to enhance business linkages within tourism supply chain? Please specify_____	❑	❑
Does the company work with partners across the tourism supply chain to make the most of technological developments to decrease energy use and to share best practice? Please specify_____	❑	❑
Do tour operators take in consideration the sustainability issues in tourism product they promote and information they provide to tourists including transportation used?	❑	❑
Is there accommodation check to the degree to which accommodation meets sustainability criteria? Please specify_____	❑	❑
Encourage accommodation suppliers to implement a local sourcing policy for food and beverage	❑	❑
Have any tools been developed in capacity building and providing advice to tourism business for improving sustainability in their operation? Please specify_____	❑	❑
Are tourism service providers taking steps to enhance sustainability of their operations?	❑	❑

Are service providers as hotels, tour operators, restaurants, transport operators are actively involved in environmental management?	❑	❑
Does the company's choice for service providers depends on certain certification contributing to sustainability? E.g., code of conduct contracts with your suppliers. Please specify_____	❑	❑
Are your partner agencies being checked for sustainability criteria before choice? (Please specify which criteria) _____	❑	❑
Do you give your suppliers and sub-contractors a copy of your sustainability policies?	❑	❑
Do you have reports which show the progress that you have made against your sustainability targets (environmental, social, cultural, etc.) over a set amount of time?	❑	❑
Have you created a sustainability report within the last 12 months and shared with supply chain partners?	❑	❑
Have you communicated this sustainability report to the public and any people who might be interested (e.g., staff, guests, suppliers, local communities etc.)?	❑	❑
Does awareness about climate change and its implications for tourism exists on high level or widespread in all sectors? Please specify_____	❑	❑
Are different tourism companies within the tourism supply chain alert to negative social impacts? Please specify_____	❑	❑
Are different tourism companies within the tourism supply chain alert to negative environmental impacts? Please specify_____	❑	❑
Are there future plans that include the development of visitor facilities as retailing, catering and accommodation on and close to sites covering sustainability criteria? Please specify_____	❑	❑

2. ***Who are the company key partners to enhance sustainability of the tourism supply chain?***

3. ***What are the company's future plans/ projects for achieving sustainability?***

Appendix 2

INVITATION LETTER

Hull University Business School
The University of Hull
Hull HU6 7RX
United Kingdom

Date: August 29, 2017

Dear participant,

This letter is an invitation to consider participating in a study we are conducting at Hull University Business School. We would like to provide you with more information about this project and what your involvement would entail if you decided to take part.

I am currently a PhD student at the Department of Business Studies of the University of Hull, UK. I am doing this research project to pursue my PhD degree under the supervision Dr. Claudia Colicchia and Professor Amar Ramudhin.

The aim of the project is to explore and investigate whether the tourism supply chain is sustainable or not through supply chain partners. More specifically, it aims to make a comprehensive account of what sustainability related CSR practices are being utilised, to what extent these practices cover the spectrum of sustainability related issues, and what has been achieved to enhance tourism sustainability over a period of 3 years. The project focuses on the three dimensions of sustainability: economic, social and environmental through supply chain partners e.g., tour operators, hotels, transport service providers and ministry of tourism to have a clearer scope on the entire supply chain. We would like to include your organisation as one of several organizations to be involved in our study. We believe that because you are actively involved in the management and operation of your organisation, you are best suited to speak to the various issues related to sustainability in tourism supply chain.

Participation in this study is voluntary. It will involve an interview of approximately 1 hour in length to take place in a mutually agreed upon location. You may decline to answer any of the interview questions if you wish so. Furthermore, you may decide to withdraw from this study at any time without any negative consequences by advising the researcher(s). All information you provide is considered strictly confidential. Your name and your organisation's name will not appear in any thesis or report resulting from this study, however, with your permission anonymous quotations may be used. There are no known or anticipated risks to you as a participant in this study.

Should you have any concerns about the conduct of this research project, please contact the Secretary, HUBS Research Ethics Committee, University of Hull, Cottingham Road, Hull, HU6 7RX; Tel No (+44) (0)1482 463536.

We hope that the results of our study will be of benefit to the organisations directly involved in the study, other voluntary recreation organizations not directly involved in the study, as well as to the broader research community.

We very much look forward to speaking with you and thank you in advance for your assistance in this project.

Yours Sincerely,
Mrs Nourhan Abouhashish
Doctoral Researcher
Postgraduate Office
Business School
The University of Hull
N.O.Abouhashish@2015.hull.ac.uk

Name of Supervisor and Supervisee
Dr. Claudia Colicchia and Nourhan Abouhashish

Appendix 3

UNIVERSITY OF Hull

Business School

RESEARCH ETHICS COMMITTEE

CONSENT FORM: SURVEYS, QUESTIONNAIRES

I, of

Hereby agree to participate in this study to be undertaken

By Nourhan Abouhashish and I understand that the purpose of the research is investigating the CSR and the tourism supply chain sustainability. Sustainability of the three dimensions: economic, social and environmental through supply chain partners e.g., tour operators, hotels, transport service providers and ministry of tourism to have a clearer scope on the entire supply chain. More specifically, it aims to make a comprehensive account of what sustainability related CSR practices are being utilised, to what extent these practices cover the spectrum of sustainability related issues, what has been achieved to enhance tourism sustainability.

I understand that

1. Upon receipt, my questionnaire will be coded, and my name and address kept separately from it.
2. Any information that I provide will not be made public in any form that could reveal my identity to an outside party i.e., that I will remain fully anonymous.
3. Aggregated results will be used for research purposes and may be reported in scientific and academic journals (including online publications).
4. Individual results **will not** be released to any person except at my request and on my authorisation.
5. That I am free to withdraw my consent at any time during the study in which event my participation in the research study will immediately cease and any information obtained from me will not be used.

Signature: Date:

Nourhan Abouhashish, Doctoral Researcher, Postgraduate Office Centre for Business School,
Hull University Business School
Email: N.O.Abouhashish@2015.hull.ac.uk

Dr Claudia Colicchia, Senior Lecturer in Logistics and Supply chain Management,
Hull University Business School
Email: c.colicchia@hull.ac.uk

In some cases, consent will need to be witnessed e.g., where the subject is blind/ intellectually disabled. A witness must be independent of the project and may only sign a certification to the level of his/her involvement. A suggested format for witness

certification is included with the sample consent forms. The form should also record the witnesses' signature, printed name and occupation. For particularly sensitive or exceptional research, further information can be obtained from the HUBS Research Ethics Committee Secretary, e.g., absence of parental consent, use of pseudonyms, etc)

NOTE:
In the event of a minor's consent, or person under legal liability, please complete the Research Ethics Committee's "Form of Consent on Behalf of a Minor or Dependent Person".

Business School