

Entrepreneurship: A strategy for Creating Innovative Tourism Products in Egyptian Travel Agencies

Dalia Hassan

Assistant Lecturer in Tourism Department,
Faculty of Tourism & Hotel Management,
Pharos University

Amany Refaat Mohammed

Professor in Tourism Studies, Sadat City
University, Dean of faculty of Tourism and
Hotel Management - Pharos University

Nehad Mohammed Yehia

Professor in Tourism Studies department
Faculty of Tourism and Hotels, Sadat City
University

Hebatallah Ali Gaafar

Associate professor in Tourism Studies
department, Faculty of Tourism and Hotels,
Sadat City University

Abstract

This paper discusses various definitions of entrepreneurship and innovation and their approaches in the context of Egyptian travel agencies. The objective of the paper is reveals entrepreneurship innovative products of the Egyptian travel agencies. In addition, examine the relationship between entrepreneurship and the survival of travel agency; ascertain whether changes in preference of consumers, Employees' perceived risk-taking, external environment, travel agency characteristics and resources. Also, identify factors which affect entrepreneurship and innovation activities, and design a framework to increase innovation and competitiveness of Egyptian travel agencies. Questionnaires were employed to Egyptian travel agencies. Results have shown that enhancement in the production process are so important in the survival of travel agencies. There is a significant relationship between entrepreneurship of product innovation and travel agency's survival. However; there is a significant relationship between entrepreneurship of product innovation and research variables except Employees' perceived risk-taking and External environment. This study involvement to practice is twofold, affecting the managers of travel agencies and policy makers. Distinguishing the factors affecting adoption would enable managers to devise strategies and prepare better agendas for expanding their businesses; at the same time identifying any defects and training need that present barriers. Meanwhile, encourage travel agencies to adopt the philosophy of entrepreneurship and innovation or to plan policies and initiatives aimed specifically at supporting the adoption of entrepreneurship and innovation by Egyptian travel agencies.

Keywords: Entrepreneurship, Innovation, Small and medium enterprises, Entrepreneurship Innovative Products, travel agents.

Introduction

There are many tourist products outputted by several travel agencies that are quite similar to each other; and it might be difficult for us to identify which product is innovative or entrepreneur, since the difference among these products may be very small. Where, it is implicit that the new product is different from all other available products, and then the new product should be very highly innovative product.

Although adding services may seem, at first, a rather easy expansion of current business, many travel agencies have experienced great difficulties in managing these changes. Where, low awareness of the role of innovations and entrepreneurship in economic development, domination of financial instruments in support to innovations over other solutions, focus on generating new solutions rather than on their implementation, lack of use of support instruments addressed to high-tech industries, insufficient development of educational programs which shape innovative attitudes.

Entrepreneurship and innovation has an important role on the changing of market conditions and achievement of competitive strategies. According to Nedim et al., (2014) the secret of competitive advantage is innovation. As it is seen, innovation in travel agencies is important for tourism industry; however empirical studies on the issue of innovation in SMEs in tourism industry are relatively insufficient. The aim of the research, therefore, is to examine entrepreneurship innovative products of travel agencies in Egypt. In addition, the paper aims to examine the relationship between entrepreneurship, innovation and the survival of travel agency. In the conclusion section, future implications will be presented.

Literature Review

Defining Entrepreneurship

Defining entrepreneurship is difficult as there is no common or clear definition of the term. Even though, in its most basic sense, entrepreneurship is identified as “manifest in a business venture when an individual is able to turn a novel idea into a profitable reality” (Hoffman & Gabr, 2006, p: 7). However, entrepreneurship – in practice – is more comprehensive, ranging from operating a small business in one’s own home, to bringing a national franchise to a small town, to turning a new and unique idea into a high-growth company. Furthermore, it involves both the discovery and exploitation of opportunities to bring into existence new products and services (Shane, 2000).

Entrepreneurship is also defined as a “process of actions of an entrepreneur who is a person always in search of something new and exploits such ideas into gainful opportunities by accepting the risk and uncertainty with the enterprise (Chand, 2016, p: 12). While Atsan et al. (2006, p: 9) refers to the entrepreneurs who are having knowledge and ability comparable to managers, we have to consider the concepts of opportunity costs, risk and innovation that merge the risk-bearing characteristics with the innovative characteristics.

The term Entrepreneurship is denoted and described as "the attempt to create value through recognition of business opportunity, the management of risk-taking appropriate to the opportunity, and through the communicative and management skills to mobilize human, financial, and material resources necessary to bring a project to fruition" (Atsan et al., 2006, p: 9). Consequently, entrepreneurship is a process achieved by idea generation through product or service realization until reaching risk management (Drucker, 2004).

Importance of Entrepreneurship

Entrepreneurship offers the following benefits to travel agencies (Gorman, 2010):

- a) Development of managerial capabilities;
- b) Creation of organizations;
- c) Improving standards of living;
- d) Means of economic development.

By fostering entrepreneurship, there are benefits that travel agencies can own (Sexton, 2001):

- (i) Increases the travel agency's liveliness.
- (ii) Increases innovation capital of the travel agency.
- (iii) Strategies emerge from all sides and dependence on top management is reduced.
- (iv) New ideas emerge in-house and can be incorporated without spillage of plans to competitors.
- (v) Increases confidence and outlook of the travel agency.

Factors Affecting Entrepreneurship

Casson (2003) has come up with the fact that Entrepreneurship is a complex phenomenon influenced by the interplay of a wide variety of factors. Some of the important factors are listed below:

a) Personality Factors:

Personal factors, becoming core competencies of entrepreneurs, include (Chand, 2016):

- | | | |
|--------------------|-----------------|---------------------|
| i) Initiative | ii) Proactive | iii) Perseverance |
| iv) Problem-solver | v) Persuasion | vi) Self-confidence |
| vii) Self-critical | viii) A Planner | ix) Risk-taker |

b) Environmental factors:

Environmental factors are those conditions that entrepreneur has to consider, such as political climate, legal system, economic and social conditions, market situations, etc. (Georgellis et al., 2000).

Functions of Entrepreneurship

Where many studies distinct attributes of the entrepreneur's function (Westgren, 2006):

- a) Ownership or operation of a travel agency
- b) Risk and uncertainty bearing
- c) Innovation or the reallocation of resources

Transition from entrepreneurial activities to entrepreneurial personality

Enterprising personality has distinctive characteristics separating the entrepreneur from others. Therefore, in the last few years there has been a growing interest in the level of impact of personality and environmental factors on entrepreneurship. Entrepreneur people can see the opportunities that others cannot, can take risks and seize opportunities, can create innovation and dare to implement (Coulter, 2001).

Consequently, the success of the entrepreneur depends on many features such as the amount of the capital, the knowledge about the enterprise, the experience required and implemented, in addition to the market stability. Even if the chance of success depends on many different environmental and demographic factors, the real key determinant factors are the characteristics which the entrepreneur carries himself. Characteristics of entrepreneurs can be defined as persons seeing change as an opportunity, being innovative, imaginative, creative, and flexible, having the ability to endure ambiguity, being adaptable, reliable, being able to take risks, being persistent, responsible and self-reliant. In addition, these persons have the strength to endure the struggle of life, and have more motivation in achieving the objectives (Hisrich & Drnovsek, 2002).

The most important characteristic of the entrepreneurial personality is the predisposition or tendency of taking risks. Entrepreneurial risk includes believing in a maximum return and to realize the venture with rational decision-making. Prior experience in the work field and entrepreneurial instincts also play an important role on the amount of risks the entrepreneurs may take. These factors; creating the entrepreneur personality are at the same time the basic qualities separating the entrepreneur individual from the average individuals (Rasmussen & Sørheim, 2006).

Defining Innovation

OECD (2011, p: 10) defined innovation as “the introduction of something new or different”. Innovation is the implementation of creative inspiration. The National Innovation Initiative (NII) introduced innovation as “the intersection of invention and insight, leading to the creative of “social and economic value” Innovation is “value” – the creation of value adding value to customer’s satisfaction “delighting the customers”. (Stone, 2009, p: 22).

Hansen and Birkinshaw (2007, p: 32) assumed that innovation is “the introduction of a new product, service, or process through a certain business model into the marketplace, either by utilization or by commercialization”. Hence, it encompasses: product innovation, service innovation, Process innovation, and business model innovation, and all contribute to strengthen the competitive advantage of a certain company.

While Johannessen et al. (2001, p: 18) defined innovation as "the creation of something new ", he distinguished five areas in which companies can introduce innovation as the following:

- a) Generation of new or improved products.
- b) Introduction of new production processes.
- c) Development of new sales markets.
- d) Development of new supply markets.
- e) Re-organization and/or restructuring of the company.

The importance of innovation in entrepreneurship is another key value for the longevity of travel agencies (Kunstler, 2007). Competition is regarded as one of the factors that raise the importance of innovation in entrepreneurship.

It stimulates any entrepreneur to come up with something much better than their competition in a lower price, and still be cost-effective and qualitative (Rose, 2009).

Innovation is important, not just in entrepreneurship. The innovation in entrepreneurship helped the country by changing with the times through producing new products and providing services from ones that already exists. Hence, being innovative helped people to become successful in all their endeavors (Miroslava, 2016).

Innovation Forms

Innovation can be categorized in three broad strands (Paul, 2010):

- a) Product Innovation
- b) Service innovation
- c) Process innovation

Innovative Products

Mcaloone & Tan (2006, p28) defined product innovation as “the creation of a new good which more adequately satisfies existing or previously satisfied needs”. The tourist product should not be seen from the individual producer point of view (such as the hotelier or the transportation company) but from the point of view of the consumer, thus equating the tourist product with his/her total travel experience. The tourist product should be perceived as including all the elements that are part of a trip (Koutoulas, 2001).

From the consumer’s point of view, the tourist product amounts to his/her travel experience, including everything experienced and consumed as part of the trip. The product is an experience that is achieved through the combination of a diverse array of products and service. Furthermore, the tourist product has the characteristics of a type ‘A’ service due to the fact that the tourist becomes the external factor of the production process and participates in the provision of services by tourist businesses (Hansen & Birkinshaw, 2007). Tourist products consist of numerous components due to their complex nature. These components come in various forms (Koutoulas, 2001):

- **Integral products** that can be sold independently on the market (such as hotel accommodation, air transport, admission to visitor attractions etc.)
- **“Free” or “public” goods** such as the climate and the scenery, that can be consumed by tourists for free
- **Complementary services** that cannot be sold independently on the market, such as the services provided by a tourist information office or by a tour leader.

The dimensions of the Product innovation performance

New product innovation has been identified as the key to travel agencies' marketplace success, profit and survival. Yet, the failure rate for new products is high. Because of the high costs associated with new product development. Accordingly, there is considerable theoretical and managerial interest in how to minimize the high failure rates of new products and what separates new product winners from losers (Aaron, 2015).

In examining previous researches, it is found that some criteria such as customer satisfaction, reputation and competitive advantage produced, despite being considered by managers to be the most useful, are rarely mobilized as measures in reality (Driva et al., 2000).

Blindenbach and Van-den-Ende, (2010) saw product innovation performance as the combination of two dimensions: operational performance and product performance. "Operational performance reflects how the innovation project was executed, while product performance evaluates the commercial outcome of an innovation project"

On the other hand, Easingwood et al., (2009) highlighted that there are eighteen items for product innovation performance measurement and classified them into five dimensions:

- a) Financial performance;
- b) Market performance;
- c) Technical performance;
- d) Customer performance and
- e) Strategic performance

Research Methodology

In this study, the researcher adopted semi-structured questionnaire; a mixture of closed-ended, open-ended and partially closed-ended questions are used to allow the respondents to choose the most relevant answers and also add extra information if they wish, representing their opinions. The questions were designed by focusing on the constructs and variables that have been identified in the literature. It should be noted that some of the questions were developed specifically for this study. The questionnaire was designed in English and comprised 95 questions. The questions were designed to be precise, simple and comprehensible by avoiding ambiguous, vague, estimation, generalization, leading, double-barreled, and presuming questions. Clear instructions were also provided for each question. Some of the questions were expressed positively and some negatively in order to encourage respondents not to respond automatically, but to think about every item.

The questionnaire in this research consisted of seven sections to measure the following variables; changes in taste and preference of consumers, employees' perceived risk-taking, external environment, travel agency characteristics, resources, entrepreneurship of product innovation.

A 5-point Likert scale anchored by Strongly Agree (5) Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1) in the following sectors:

- a) Changes in taste and preference of consumers
- b) Employees' perceived risk-taking
- c) Resources
- d) External Environment
- e) Travel Agency Characteristics
- f) Entrepreneurship of product innovation

While another 5-point Likert scale anchored by very positive (5), positive (4), moderate (3), negative (2), and very negative (1) on the sector of travel agency characteristics.

The questionnaire was distributed by referrals and snowball sampling to a total of 50 Egyptian travel agencies (ETAs). Participants were owner-managers of (ETAs) in the tourism sector. Participants were asked to complete the questionnaire and comment on any ambiguous statements or instructions and difficulties they face during the process. They were also asked to indicate the time taken to complete the survey. In order to obtain initial rough estimates of the reliabilities of the scales, Cronbach alpha reliabilities were calculated at this stage.

Validity and Reliability

During the piloting of the questionnaire, it was recommended by all members of the panel that the questionnaire should be piloted on travel agents to assess the construct validity. Although a sample of ten is considered adequate for piloting questionnaires (Saunders et al., 2003).

Corrected item-total correlations were used to measure the constructs of the study and its indicators. Indicator loadings between 0.35 and 0.80 in corrected item-total correlations are deemed to show that the retained indicators are valid for measuring the questionnaire constructs (Netemeyer et al., 2003).

- Reliability Rule: Cronbach's Alpha > 0.70
- Validity Rule: $0.30 < \text{Corrected Item-Total Correlation} < 0.80$

To sum up, both the content and construct validity of the questionnaire form were addressed to ensure that the measuring instrument measured what it was supposed to measure. The questionnaire form was first checked by 15 academic researchers to determine how readable it was and to ensure that the form properly covered the concepts it was meant to investigate.

After excluding the questionnaire construct's items and according to the corrected item-total correlations rule given above, table (6) shows that the questionnaire items are valid and that Cronbach's alpha for the questionnaire constructs is between .710 and .925 which mean that the reliability of questionnaire questions is > 0.70.

The choice of sample size depends on many factors, including the level of certainty and margin of error required the types of analyses to be run, and the size of the total population (Saunders et al., 2007).

Researchers normally work to a 95% level of certainty. Regarding margin of error, in terms of the precision of the estimates made about the population, most business and management research uses a margin of plus or minus 3-5% of the true value. According to Saunders et al. (2003), the actual sample size that should be used (na) can be calculated by the formula:-

$$n^a = \frac{N \times 100}{re \%}$$

Where (n) is the sample size required, defined according to the margin of error and a confidence level of 95%, re% is the estimated response rate, represented as percentage.

Based on Saunders et al. (2003), if the margin of error is selected to be 5% and the population size is between 750-1000, then the required sample size is 254-287. Supposing that the response rate in this study is 90%, as the questionnaire will be delivered and collected by hand, to travel agents who have agreed in advance that they will fill in the form, and then according to the sample size formula, the sample size that should be used is as follows:-

$$n^a = \frac{287 \times 100}{90} = \frac{28700}{90} = 309$$

Therefore, this research study considered ETAs with a headcount between 10 and 200 employees as SMEs. Having decided on the definition to be used for SMEs to define the population in Egypt, the second step consisted of the selection of an official and reliable source of information to identify the SMEs. The first official and reliable source was the website of the (www.etaegypt.org). In the light of this, it should be noted here that the population identified by researcher was 309 ETAs. That is why a census was considered to collect and analyze data from every possible case. As a result, all the concepts of sampling were not used at this stage.

Therefore, 320 questionnaires were distributed and 266 valid completed questionnaires were returned.

Analysis and Results

The researcher used the descriptive analysis that refers to the transformation of raw data into a form that would provide information to describe a set of factors in a situation that will make them easy to understand and interpret (Bougie, 2010). Salkind (2006) described descriptive statistics as the characteristics of the sample.

The five-dimensional Likert scale was used in this study as mentioned earlier. The figures of this scale (1 to 5) were converted to averages for expressing the weights of the study variables. The mean was calculated for each number in the scale and the direction for each element. The following table shows this. It is noted that the length of the period is 0.80 (4/5) where the scale contains four distances between the numbers (distance from "1" to "2", "2" to "3", "3" to "4" 4 "to" 5 ") so 4 m 5 5 points = " 0.80 "

Table No (1) Demographic characteristics of the respondents

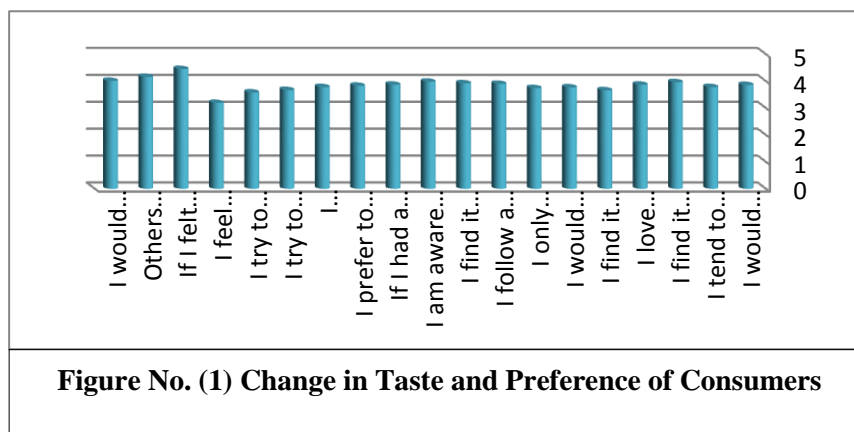
Respondents Position	F	%	Working Experience	F	%
GM Manager	49	18.3	1-9 years	63	23.7
HR Manager	88	33.7	10-15 years	56	21.1
Operation Manager	9	2.9	16-20 years	91	34.2
Marketing Manager	64	24.1	21-25 years	49	18.4
Product Development Manager	56	21	26 and above	7	2.6

From table 2, it is clear that the high percentage of travel agencies (34.2%) have working experience between 16-20 years. As well as, the high percentage of respondents' were (33.7%) "HR Manager".

Table No (2) strategy of Entrepreneurship and innovation

	Yes		No	
	F	%	F	%
Your company has a strategy for Entrepreneurship and innovation	91	34.2	175	65.8
	Long-Term		Short-Term	
	F	%	F	%
If yes, this strategy is	35	13.2	56	21.3

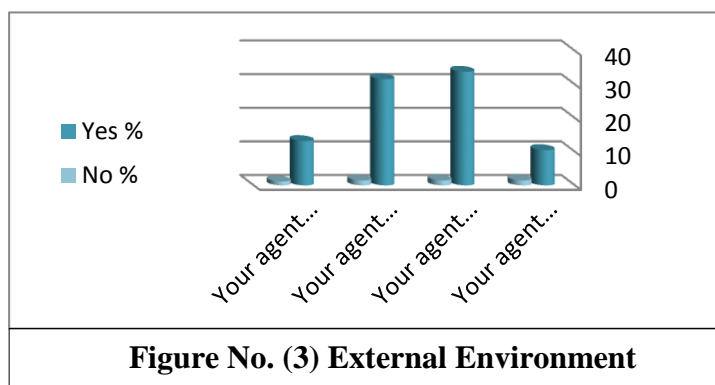
The output tells us that 34% of Egyptian travel agencies have a strategy between long-term strategy (13%) and short-term strategy (21%). However 66% of these travel agencies didn't have a strategy of entrepreneurship and innovation.



Using 20 items to measure change in taste and preference of consumers, it is found that the high attitude of respondents is strongly agree (Mean = 4.25) that refers Egyptian travel agencies look for ways to find new markets and needs. But there is main attitude of respondents is agree which refers to ETA add new products to their existing range of service. Trying to find new ways of building and improving relationships with consumers, there are continuously efforts to innovate products delivery and operation systems look for ways to improve our promotion methods and tools and they often change the ways of presentation of the products. On the other hand, the result showed that there is negative attitude of respondents which refer to the ETA didn't offer products that can compete with competitors.

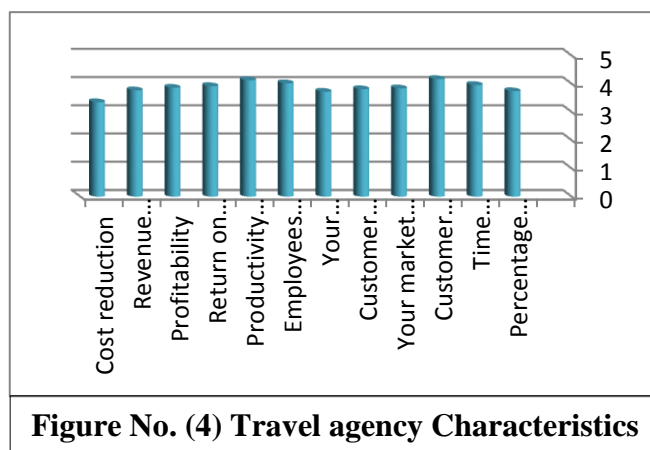


Using 23 main items to measure "Employees' Perceived Risk Taking" results revealed responses were the common attitude of respondents is agree that refers to the managers/employees of ETA look at a problem from many different perspectives and always challenge a decision at work if they thought it was necessary. In addition to, adapt older methods of doing things rather than dream up totally new ideas. Consequently, avoid getting caught up in problems that have no clear-cut answers and they aware that they are team in the workgroup to accept something new. Where there is either agree attitude of some respondents which refer to the managers/employees of ETA analyze new ideas carefully before using them for work and feel constrained by the work culture in their travel agencies. On the other hand, the results show that there is strongly agree attitude of the respondents which refers to the managers/employees in ETAs feel strongly about a proposal they would take a stand against others.



Employing 4 items to measure the impact of "External Environment", 33.8% of respondents operating in one or a few specific market-niches and offers standard products As well as, 10.5% of respondents offers differentiated products, and they are produced at lowest cost.

The common respondents opinions were positive which refers to the Egyptian travel agencies characterized by Customer and employees satisfaction, develop new generation of products through time management and expansion of their market share. On the other words, these results mean that these travel agencies have characteristics allow adopting the philosophy of entrepreneurship and innovation in their products/services.



Recording of measure learning resources is Agree by respondents, which meaning that there are interests about providing resources towards such practice and the interests about how to win new markets and gather data about those markets, how to network with other agencies and design a joint offering, how to win new markets and gather data about those markets, and their interests about new forms of marketing (social networks, E-marketing). As well as, the results show that there is another attitude by the respondents that it is “either agree” which refers to the ETA interests about how to procure raw materials.

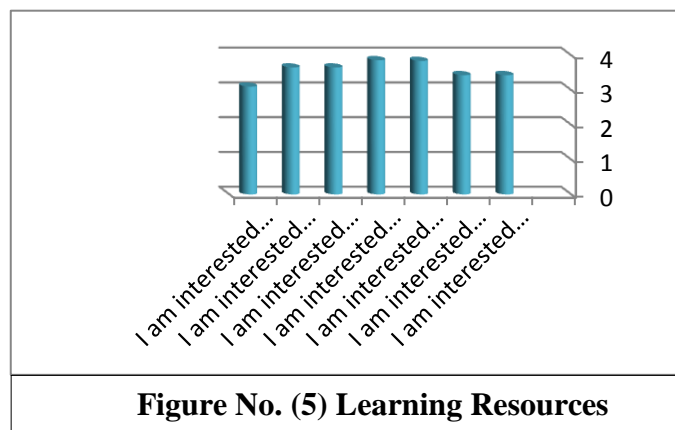


Figure No. (5) Learning Resources

Through analysis respondents’ point of view about "Entrepreneurship of product innovation", the most respondents' opinions were agree which refers to the Egyptian travel agencies recognize profit opportunities brought about by economic shocks, capable of developing a financial plan for a business idea, they are sufficiently knowledgeable in information and communication technology (the Internet, computers, booking systems, etc.), implement change within markets through conquest of a new source of supply of new materials or parts and through carrying out of the new organization of any industry, and assume the consequences of uncertainty related to the innovation.

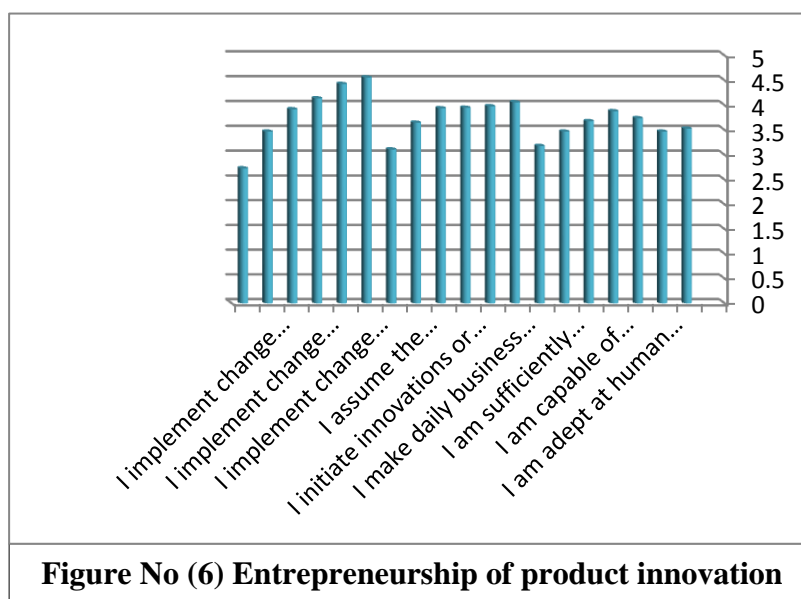


Figure No (6) Entrepreneurship of product innovation

On the other hand, there is strongly agree attitude by the respondents which refers to the ETA implement change within markets through introduction of a new good or quality thereof and implement change within markets through introduction of a new method of production. Also, the results show that there is “either agree” attribute by respondents which refers to ETAs’ managers/employees have a strong emphasis on technological leadership, and innovations, recognize profit opportunities brought about by economic shocks, and adept at handling financial accounting (corporate finance, taxation). On the other words, these results refer to the Egyptian travel agencies practice the activities of entrepreneurship and innovation in the production process.

Table No (3) ANOVA Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	40.055	5	8.011	200.088	.000 ^b
Residual	9.409	235	.040		
Total	49.464	240			

a. Dependent Variable: product_innovation

b. Predictors: (Constant), Resources, External_Environment, Characteristics, Taste, Risk

From ANOVA Table, it is revealed that this effect of factors (changes in taste and preference of consumers, employees' perceived risk-taking, learning resources, external Environment, travel agency characteristics) on (entrepreneurship of product innovation) is significant where the value of F is 200.088 and sig.<0.05.

Table No (4) Matrix of coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.339	.128		2.660	.008
Taste	.519	.040	.542	12.975	.000
Risk	.063	.043	.062	1.458	.146
1 External Environment	-.035	.028	-.036	-1.246	.214
Characteristics	.139	.039	.146	3.560	.000
Resources	.194	.024	.302	8.121	.000

a. Dependent Variable: product_innovation

From Coefficient table, it is found that taste has the greatest positive effect on product innovation where $\beta = .519$ and sig. < 0.01 (H1: “There is a positive relationship between changes in taste and Entrepreneurship of product innovation” is supported).

As well as, Employees' perceived risk-taking has insignificant effect on innovation where $\beta = .063$ (H2: “There is a positive relationship between Employees' perceived risk-taking and Entrepreneurship of product innovation”) Also, the results show that external environment of travel agencies in Egypt has insignificant effect on product innovation where $\beta = -.035$ (H3: “There is a positive relationship between External environment and Entrepreneurship of product innovation” are not supported).

In addition, it is found that the travel agent characteristics have positive effect on product innovation where $\beta = .139$ and $\text{sig.} < 0.01$ (H4: “There is a positive relationship between Travel Agency Characteristics and Entrepreneurship of product innovation” is supported).

While resources have positive effect on product innovation where $\beta = .194$ and $\text{sig.} < 0.01$ which refers to (H5: “There is a positive relationship between Resources and Entrepreneurship of product innovation” is supported).

Hence, the hypotheses of this research that based on the literature review were formulated as the following:-

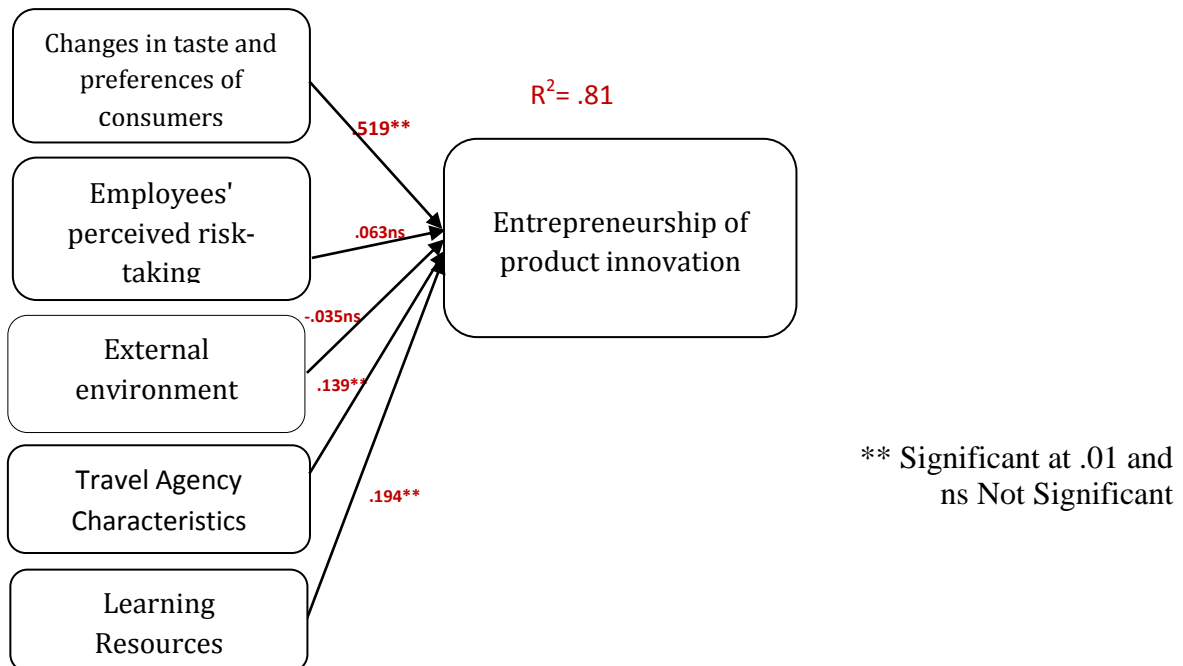


Figure no. (7): Research Hypotheses Test

Contribution of the Study

The following model illustrate that there are three factors of innovation, creativity and entrepreneurship together to enhance travel agencies' success. Entrepreneurship has always been associated with innovation, creativity and entrepreneurship that is so necessary and interdependent. Entrepreneurship without creativity and innovation does not bear any results.

Creativity and innovation within well-run travel agencies have recognized as a sure path to success through configuring innovative culture between the travel agency employees using the latest technology, where stimulating creativity leads as result to increasing the productivity of the Egyptian travel agency. Encouraging the employees to think outside of the box and giving them time and resources to explore new areas for innovative ideas is the key to cost-effective business solutions.

In addition, ETAs should be considered their consumers preferences, and calculate the financial, health, career, and social risks of their business. Thus, the ETAs after evaluating opportunities, they attract resources such as, financial resources, human resources, information resources and so on.

Hence, ETAs should estimate the triggers and barriers for exploitation of their opportunities within determining the needs of their marketplace.

ETAs can improve the process of solving problems through developing a new strategy or an innovative way to stay ahead of the competition. Creative problem solving gives that competitive edge that travel agency is striving to achieve.

Creative ideas and innovative approaches can come from almost anywhere—from your partners, customers, target groups, employees. They can bring you fresh perspectives and ideas, so show them that you're listening and open to their feedback. That's why it is important an open exchange of ideas to be supported and encouraged by the travel agency.

As well as, the travel agency's managers should build their entrepreneurial skills to be effective such as:

- Take a different path: Travel agencies' managers should build their creativity skills, intentionally try something new. They should do something that others won't do. Where, creativity is the root of entrepreneurship and it is the ability to see things differently and to provide solutions where there are gaps.
- Stick with challenges: in other words, stay with problems longer. Travel agencies' managers should learn to develop their perseverance through creates a goal or challenge that is meaningful and don't give yourself to drop. Alternatively, give yourself a deadline to aim towards.
- Delay gratification: Managers have to get used to countless failures and almost zero rewards until they finally access to success.
- Practice communication skills: The travel agencies' managers should learn how to communicate their passion and dreams in an engaging way, both online and offline. To learn how to speak publicly, offer to speak at workplace parties. They can improve their online communication skills through staying active on their social media accounts, blog, set up an online Facebook group or create a newsletter on your favorite hobby or topic.
- Get involved with other entrepreneurs: Whether it's attending entrepreneurial events, conferences, or seminars; spending time with other entrepreneurs will help you grow in your own entrepreneurial skills.
- Help others with their businesses: The travel agencies' managers should solving problems with the resources that they have. The more they help others solve problems with their own businesses, the more they own skills will grow.
- Keep learning: The travel agencies' managers should keep their own learning and personal development active. With such easy access to knowledge and resources, there really is no excuse that they can't build skills to succeed as entrepreneurs in their travel agencies.

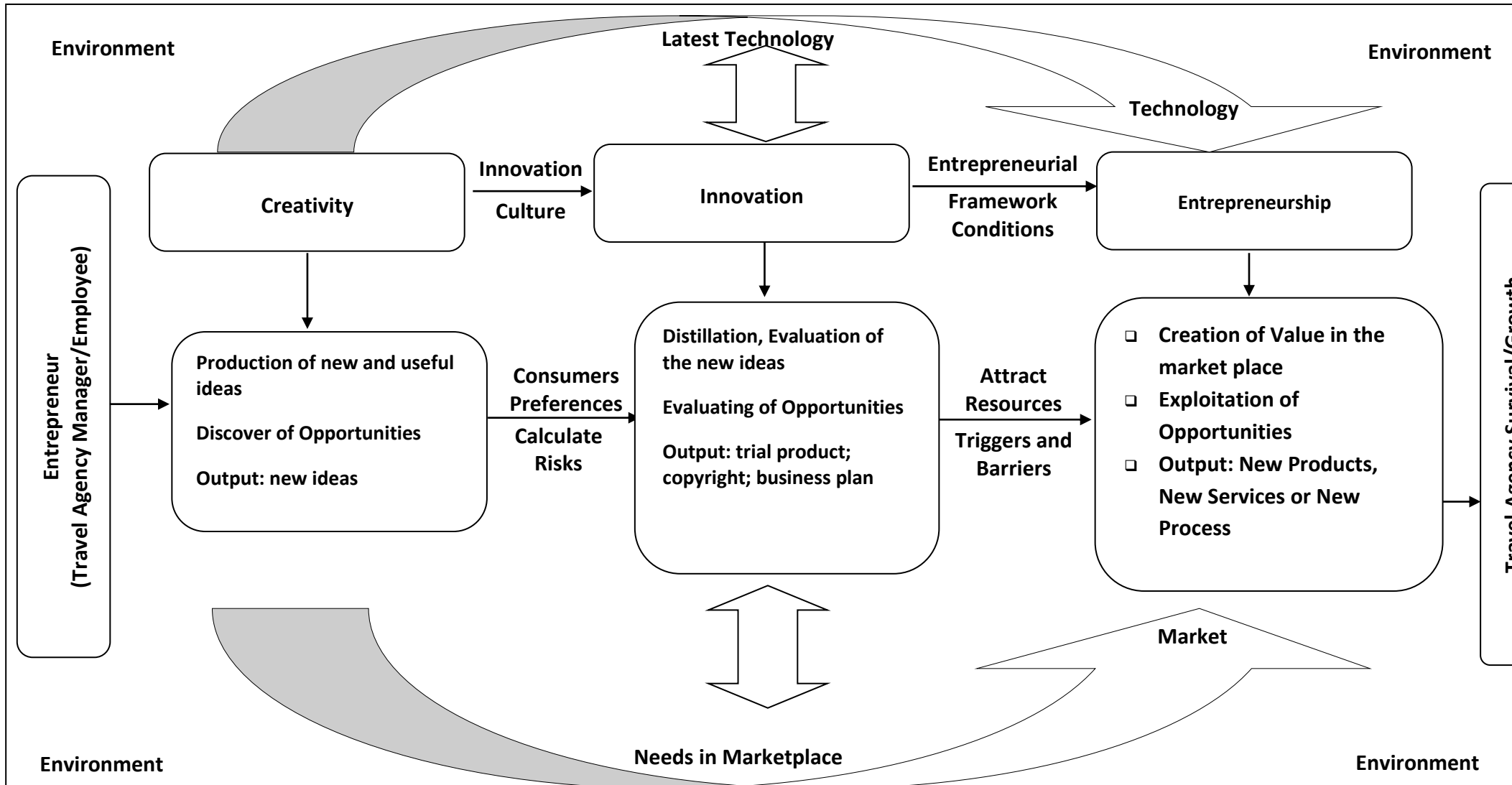


Figure no. (8): Conceptual Research Model

Conclusion

Entrepreneurship drives innovation, competitiveness, job creation and economic growth. It allows new/innovative ideas to turn into successful ventures in high-tech sectors and/or can unlock the personal potential of disadvantaged individuals to create jobs for themselves and find a better place in society. Entrepreneurship is creative destruction. Dynamic disequilibrium brought on by the innovating entrepreneur, rather than equilibrium and optimization, is the norm of a healthy economy and the central reality of economic theory and practice.

The tourism entrepreneur searches for change, responds to it, and exploits it as an opportunity. Innovation is the specific tool of tourism entrepreneurs, the means by which they exploit change as an opportunity for a different travel agencies or a different product/service.

The results show that there is a positive relationship between entrepreneurship of product innovation and changes in taste and preference of consumers, travel agency characteristics and resources but in other hand, the relationship between External environment/employees' perceived risk-taking and entrepreneurship of product innovation is not supported.

The possibility of product innovation was greater when the travel agency's managers were risk takers and when they had positive opportunity recognition. The results indicated a positive connection between entrepreneurial attitude and innovation culture in The Egyptian travel agencies.

The results indicated that more risk-seeking travel agencies were more likely to change the way in which products/services are supplied, the way in which they market their products and services, and the way in which they organize the agent and find partners.

Additionally, the results support the existence of the activities of entrepreneurship in travel agencies in Egypt through opportunity recognition, risk taking, and innovativeness. Moreover, this research contributes to the entrepreneurship literature by showing that there are entrepreneurial attitudes through recognizing business opportunities and take a calculated risk.

The results also found some barriers for adopting the philosophy of entrepreneurship such as lack of qualified labour, reluctance to take risks, a lack of governmental support, a lack of awareness among managers of the benefits of innovation, employees' resistance to changing the traditional ways of doing business, consumers' concerns, tastes and preferences.

The results suggests some benefits that are helping the Egyptian travel agents to market packages and services, improving their competitive advantage, enhancing customer satisfaction, ease of carrying out transactions, increasing sales and revenues, the effective re-intermediation of travel agents, and supporting collaboration among business partners.

Applying entrepreneurship in The Egyptian travel agencies should focuses on "what may be" or "what can be" by looking for what is needed, what is

missing, what is changing, and what consumers/tourists will buy during the coming years.

Major factors determining success of an innovative product in the tourism market are the products that provide functional advantages; Lower price for comparable product; More attractive design; Reputation of brand; Easy access: Available in the main retail travel agencies; Consistent product quality; Excellent after-sales services.

It is clear that travel agents face the threat of consumers' changes in their tastes and preferences. As well as, travel agencies are characterized by their slow adoption of innovation.

The results help to answer the question of why Egyptian travel agencies are reluctant to adopt innovation and entrepreneurship philosophy even though it could improve their competitive position and improve their survival chances. Although environmental pressures push travel agents to adopt innovation and the philosophy of entrepreneurship, some agents do not believe that benefits can be gained from adoption, while others believe there are benefits and have taken some steps towards adoption but face barriers that prevent them from moving to a higher level of innovation.

For both the managers of Egyptian travel agencies and policy makers, they have to recognizing the factors affecting innovation and entrepreneurship philosophy adoption that could enable managers to devise strategies to expand their business and gain the perceived benefits of adoption, while identifying any defects and training needs that present barriers.

Managers will be able to prepare better agendas for expansion and set priorities regarding the implementation of innovation and entrepreneurship philosophy adoption. The findings of this study revealed that marketing benefits are perceived to be the greatest factor affecting innovation and entrepreneurship philosophy adoption. This could form the initial aim in the basic adoption of innovation and entrepreneurship philosophy. Later development strategies could include a route map for upgrading the adoption level and achieving more strategic benefits of adoption.

The results reveal that future survival is supported by the adoption of innovation and entrepreneurship philosophy and this should provide an incentive to travel managers to become more innovation and entrepreneurship philosophy-oriented so as to improve their competitive position. Attracting new services and investment could help travel agents to work independently from tour wholesalers, airlines and hotels; this can be achieved by adopting innovation and entrepreneurship philosophy. Collaboration with other travel partners could strengthen their competitive advantages, support their sales and revenues, and increase the opportunities to expand, penetrate other international markets and increase the customer base.

Managers might also note that adopting innovation and entrepreneurship philosophy can improve internal business efficiency by increasing internal knowledge sharing and accountability among employees, and enhancing the

process of strategic managerial decision making. Improving internal operational efficiency can positively affect the image of a travel agent, enhance customer satisfaction and loyalty, and increase survival prospects.

The implementation of innovation and entrepreneurship implies putting the idea of adoption in to practice. The implementation stage is the next step after the decision to adopt an innovation has been made by the manager. For travel agencies managers who are willing to adopt innovation and entrepreneurship philosophy, a clear strategy of implementation is crucial. Adopting the step-by-step strategy is particularly appropriate for travel agencies with limited resources and those that are uncertain of the potential the internet can offer their business.

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ريادة الأعمال: إستراتيجية لخلق منتجات سياحية مبتكرة في شركات السياحة المصرية

الملخص العربي

لقد أصبح هناك تركيز متزايد في الآونة الأخيرة على فكر الابتكار وريادة الأعمال في الشركات السياحية الصغيرة والمتوسطة. فضلاً عن دورهم المتزايد في صناعة الضيافة. غير أن بحوث تنظيم المشاريع والابتكار قد طبقت على الشركات السياحية على نطاق محدود. من هنا تناول هذا البحث التعريفات المختلفة لريادة الأعمال والابتكار ونهجها في سياق شركات السياحة المصرية. وقد كان الهدف من هذا البحث هو الكشف عن ريادة المنتجات المبتكرة بشركات السياحة المصرية. فضلاً عن دراسة العلاقة بين ريادة الأعمال والابتكار وبقاء شركات السياحة، والتحقق من كل من التغييرات في الأذواق وتفضيل المستهلكين، إدراك الموظفين للمخاطر، البيئة الخارجية، خصائص وكالة السفر والموارد التي تستلزم توافرها لريادة المنتج المبتكر، تحديد العوامل التي تؤثر على أنشطة ريادة الأعمال والابتكار، وكذلك تصميم إطار لزيادة فكر الابتكار والقدرة التنافسية لشركات السياحة المصرية. وتحقيقاً لهذه الغاية، تم إعداد استبيان تم توزيعه على عدد من شركات السياحة في مصر. وقد أظهرت النتائج أن تعزيز عملية الإنتاج مهمة جداً في بقاء شركات السياحة. وأن هناك علاقة وطيدة بين ريادة المنتجات المبتكرة وبقاء شركات السياحة، وكذلك علاقة وطيدة بين ريادة المنتجات المبتكرة والتغييرات في أذواق المستهلكين، وإدراك الموظفين للمخاطر، والبيئة الخارجية، وخصائص شركات السياحة وموارد وكالة السفر.

من هنا يمكن تمييز العوامل المؤثرة على اتخاذ القرار بحيث تمكن مديري شركات السياحة من وضع الإستراتيجيات وإعداد جداول زمنية لتوسيع مجال عمل الشركة، وفي الوقت نفسه تحديد الإحتياجات التدريبية اللازمة لذلك. وفي غضون الاعتراف بالحوازر أمام اتخاذ القرار يمكن أن يشجع الهيئات الحكومية وصانعي السياسات على تنفيذ التدابير المناسبة لتشجيع شركات السياحة على اعتماد فلسفة ريادة الأعمال والابتكار أو تخطيط السياسات والمبادرات التي تهدف على وجه التحديد إلى دعم اعتماد فكر ريادة الأعمال والابتكار من قبل شركات السياحة المصرية.