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A new marketing mix model to rescue the hospitality industry: Evidence from Egypt after the Arab Spring

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Abstract

After January 25th 2011 Egypt witnessed political, economic and social instability leading to drastic consequences in the hospitality and tourism industry. Thus unstable situation reflected on the deteriorated occupancy percentages that led to declined profit margins, higher employee layoffs and degraded quality of product and services. The objectives of this research is to examine how the Egyptian hospitality properties manage this dilemma through their marketing practices, and to propose a new marketing mix model that adds new layers of depth to the traditional marketing mix model. A methodological framework was designed to help in the assessment process of management practices pertaining to marketing initiatives during times of crisis. Results indicated the presence of tactical elements that assembled the traditional marketing mix model in the investigated hotels. However, these elements are not effectively used and the interaction between them not appears very clear. Results also indicated that the new proposed model would help in providing a framework for the Egyptian hospitality industry to maintain their competitive position during crisis time and avoiding undesired situations for labour force and decline of companies' revenues.
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JEL classification: M31; M100; J5; H19

Keywords: Tourism; Hotel industry; Crisis management; Marketing mix; Transition process

1. Introduction

The tourism and hospitality industry is the most diverse and vibrant economic activities. It represents one of the largest market segments in Mediterranean (MED) countries (Thulemark, Lundmark & Heldt-Cassel, 2014). The industry was built on active products and service innovators and frequently set trends that developed different brands.

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The brands' popularities were developed so that customers could identify them with their particular values. The portfolio of this industry includes different hotels, companies, chain operators and small medium enterprises (SMEs).

In south MED social or political challenges arena had negative consequences on the tourism industry. The turmoil that occurred in Egypt, Libya, and Tunisia whether on the social or the political arena had negative cost on almost all aspects of the economy. The tourism sector in particular suffered huge losses in the years that followed the turbulence (El-Katiri, 2014). The unprecedented circumstances have driven the tourism sector to a continuous decline on the sector's profitability. The drop in returns drove hotels to adopt short tactical strategies that could help in at least reaching the breakeven point. Among the adopted practices many rely on discounting advertising campaigns in national newspapers, downsizing in the labor force, and cutting the cost of operation are amongst the adopted practices. Applying these practices didn't provide any clearly state fruitful results. Here appears the importance of this study. This study sheds light on, how embraced management practices in Egypt related to the employed marketing mix have led to maintain occupancy rates of hospitality properties at its safe boundaries.

This country's study will improve our understanding of the main issues characterizing the countries' losing and wining visitors along the transition process. The study is organized as follows: it starts by overview to the Egyptian hospitality industry, then the theoretical frame work of the hospitality industry in Egypt, followed by the research methodology and finally the results, discussion and policy recommendation.

2. The hospitality industry in Egypt

Tourism is considered one of the most important sources of income for Egypt, along with the Suez Canal revenues and remittances from Egyptians living abroad. However, this sector been hammered since the uprising and what is known as Arab Spring in 2011. The existing capacity of hotels was increasing from 132.1 to 223.1 thousand rooms during the period from 2002 till 2010 representing 69% growth rate in the same period. But after 2011 the existing capacity dropped by around 18.3% in comparison to 2010, and it continues to decrease between 2013 till 2014 by 7.6%, see Fig. 1.

Hotel capacity is classified to different categories according to the ministry of tourism. Fig. 2 shows theses categories of hotels according to their classification. According to MOT 2015 report, it can be noted that floating hotels represent 20% of the total hotel capacities, while hotel and tourist village rooms, on land, represent the other 80% of room capacity. While the three-star hotel category, both floating and land properties represent 26% of total hospitality property population. Moreover, the four-star category represent only 21% and the five-star category fills 15% of Egypt's room capacity (the five star properties are mostly run by international chains).

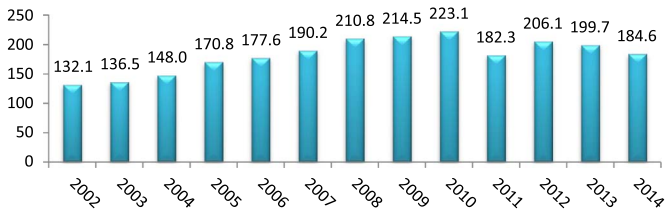

Fig. 1. Existing hotel capacity in Egypt during 2002 –2014 –rooms in thousand rooms.
Source: Hotels supervision sector, MOT (Ministry of Tourism) – 2015

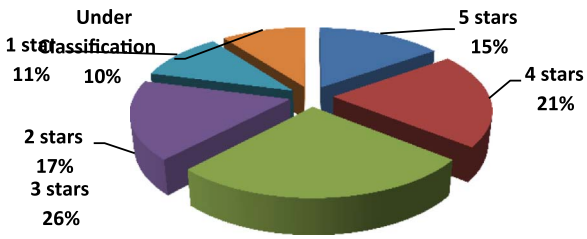

Fig. 2. Existing hotels & tourist villages capacity by category 2015. From: hotels supervision sector, MOT (Ministry of Tourism).

Table 1
Breakdown of hotels & tourist villages capacity by category and main governorates.Source: Hotels supervision sector (Ministry of Tourism), 2015

Category Governorate	Units	Rooms	Beds
Great Cairo	124	26,038	52,076
Alexandria	37	3897	7794
Aswan	14	1994	3988
Red Sea	236	60,157	120,314
South Sinai	241	61,222	122,444
Total	652	153,308	306,616

The majority of hotels are based in the areas of the Red Sea and Saini and they represent 73.7% of the total hospitality property capacity in Egypt, see Table 1. Red sea and Sinai ranked the first in the number of the hotel capacity, followed by greater Cairo that represent 14.5% of the total hotels, while in Luxor and Aswan only 3.7%, see Fig. 3. This reflects that the reasons of the great; loss according to the sites.

Further indicators concerning the average occupancy percentage of hotels in Egypt dropped to an average of 50% in 2013 precisely after the Arab Spring's political unrest. However, in 2014, the occupancy percentage of the Egyptian hotels increased to 55% particularly in the hotels of South Sinai while in Hurghada and some other Red Sea it increased to 67%. Fig. 4 shows the occupancy of hotels in the major tourist cities in Egypt in 2013 and 2014.

In addition to the previous challenges, In November 2015, Egypt witnessed the Russian plane crash. This incident reflected on the dramatic drop in the occupancy percentages to scoring less than half of the percentages of 2014 and showed the need for planning a downturn pattern. Planning for crisis maximizes the opportunities to overcome the challenges and enables the business to come through crisis with minimum damages. Later, the Russian airplane crashed results in the re-location of tourists and threatening the industry's competitiveness. Here appears the need for scientific studies that stress on approaches of hospitality properties to redesign their strategies during crisis time especially in marketing their products and services and come up with a mix that can at least sustain business flow during hard times. Henderson (2007) argued that no hotel or company can resolve crisis but they can plan for managing tourism crisis to protect the industry, tourists and other stakeholders involved.

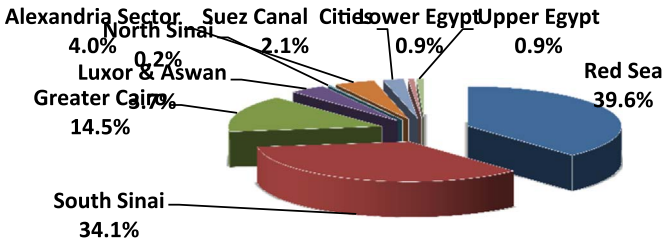

Fig. 3. Breakdown of hotels & tourist villages capacity in main cities of Egypt in 2014 (From: hotels supervision Sector, Ministry of Tourism, 2015).

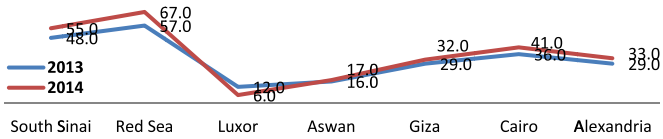

Fig. 4. Average occupancy percentage in main tourist destinations for 5/4/3 Star hotels in 2013– 2014. (Source: hotels supervision sector (Ministry of Tourism), 2015)

3. Theoretical framework

3.1. The marketing mix in the service industry

In literature there are numerous writings that encourage managers to use marketing mix models to guide their decision making (Bucklin, Gupta, & Siddarth, 1998; Lilien, 1994; Lilien, Kotler, & Moorthy, 1992). The classical marketing mix model known as the 4Ps is the cornerstone of any marketing activity. The known form of the marketing mix was structured by McCarthy in the 1975, (McCarthy, 1975). It consists of price, product, place, and promotion. These four elements construct the tools of any marketing manager. Some studies discussing the use of the marketing mix highlighted the writings of Shapiro (2001) who raised the following questions as gateway to using the marketing mix. These questions are: Are the marketing-mix elements consistent with one another? In addition to being consistent, do the elements add up to a harmonious, integrated whole? Is each element being given its best leverage? Are the target market segments precisely and explicitly defined? Does the total program meet the needs of the target market segment? Does the marketing mix build on the organization's strengths and compensate for its weaknesses? Does the marketing mix create a distinctive competitive advantage? The questions are all about the integration between the four elements of the mix.

Several studies by Möller (2006), Popovic (2006) and Lauterborn (1990), have criticized the concept of traditional marketing mix with its 4P's in the face of its insufficiencies however; however it remains the base of the marketing mix. In 2006, Möller highlighted 3–4 key criticisms against the Marketing Mix framework listing the following points: The Mix does not consider customer behaviour but is internally oriented, the Mix regards customers as passive; it does not allow interaction and cannot capture relationships, the Mix is void of theoretical content; it works primarily as a simplistic device focusing the attention of management. Finally, the Mix does not offer help for personification of marketing activities. Later, in 2008, Fake ideas found that: The mix does not take into consideration the unique elements of services marketing. Product is stated in the singular but most companies do not sell a product in isolation. Marketers sell product lines, or brands, all interconnected in the mind of the consumer. The mix does not mention relationship building, which has become a major marketing focus, or the experiences that consumers buy.

The traditional marketing mix (4Ps) was also criticized for ignoring the impacts of the external environment on marketing decisions. Kotler, Haider, and Rein (1993) indirectly supports this idea stating that external and uncontrollable environmental factors are very important factors of the marketing strategies. Forces of external environment are always uncontrollable. Moreover, there might be differences between production and service that should be taken into consideration. For example, Services have four major characteristics that affect the design of marketing programs: intangibility, inseparability and variability (Zeithaml, Parasuraman, Leonard, & Berry, 1985). These characteristics led to the creation of an expanded marketing mix for all services represents in the 7 Ps (the original 4 plus physical evidence, people, and process), thus hospitality marketing mix is thought to be more relevant for hospitality services firms, tourism organizations, and other travel-related firms, (Bojanic, 2008).

The physical evidence is about a theme or a characteristic that distinguish the product and make it sellable. The people element of the marketing mix includes all the staff of the service organization that interacts with prospective customers/guests. The final added element of process deals with all processes within the organization. In other words, the existing high level of interaction between the process of services and the nature of services has affected the traditional concept of marketing mix by expanding the service area through adding elements. Processes (procedures, mechanisms and flow of activities by which services are delivered to customers), physical evidence (implies to an environment that facilitates service transactions or affects the perception, and those are ambient conditions, spatial layout, signs and symbols, etc.), people (referring to all personnel involved in service processes, where on one side are employees and on the other are service consumers as co-producers and other consumers, as people who can influence the overall perception).

Even though the 7Ps model has gained general acceptance in the service industry, it did gain general application. Rafiq and Ahmed (1995) claimed that the 7Ps model is unnecessarily complicated and some elements can be impeded in the 4Ps model. Kent and Brown (2006), argued about the consensus of the consequent Ps and using them by the practitioners in the service industry. It should be noted that the 7Ps model is more comprehensive, more detailed and more refined.

Further criticism to the service marketing mix model is its unawareness of the use of technological sophistication that can be a very strong tool in today's market. A further point is the lack of the element of partnership. This is about considering the parties/stakeholders co-operating and is all about brands operate together to reach new customers through mutually beneficial campaigns. Marketers agree that there is a real change within the service industry towards a more connected, strategic use of partnership marketing as a new effective tool in the marketing mix.

3.2. Drawbacks of the traditional marketing mix (4P's and 7P's) and the need for developing new marketing mix

There is a gap in literature pertaining to the use of marketing mix models in crisis time. Crisis can be in many shapes and forms. Economic shocks are a typical crisis that faces the hospitality industry. Consumer spending on hotel accommodation is directly correlated with the GDP performance, thus, economic recessions typically have the most widespread and protracted outcomes of all demand shocks on the hotel sector. There can be a short-term lag in the industry's entering recession, due to fixed contracts and pre-bookings, but there is likewise typically a delay in recovery. As corporate and leisure consumers remain cautious until a convincing economic recovery is well under way. Historical trends across multiple regions reflect a consistent pattern in recession. Increased price sensitivity triggered a decline in demand, occupancy levels fall and hoteliers discount prices to try to secure bookings. Recovery is also demand-led, with occupancy levels typically rising close to previous peaks before hoteliers can implement price increases.

Recessions can leave the hotel industry vulnerable to further disruption from secondary shocks, as demonstrated by the impacts of the Arab Spring, (Crotti & Misrahi, 2015). In Europe, the Euro zone crisis had a similar but less severe impact on the European hotels' performance. European hotels occupancy levels enjoyed recovery patterns through 2011 (Leonidou et. al., 2015). On the other side, the US market continued to improve through 2012, recovery in the European market stalled until 2013. An economic downturn is one of the most challenging demand shocks from an operational and investment perspective, as it typically has a protracted impact on revenues and capital expenditure (Crotti & Misrahi, 2015).

Political Shocks is another types of crisis that have a severe impact on the hotel performance. The effect of political shocks on the Greek hotel market for example is a prominent example. Athens was at the heart of the 2008, but the riots and the anti-austerity movement led to the drop in the occupancy rate and affect the Greek hotel market. In Egypt, it has been more than five years since 2011, not only occupancy levels fall more than 30% in Cairo, but the resorts in Sharm El Sheikh and Hurghada also suffered, dropping dramatically by 39%, Simon, Katharine, and Harry (2015). Conversely, the United Arab Emirate (UAE) benefited from the redirected demand as it was regarded as a “safe” destination and occupancy increased by 8% in 2011. Here comes the role of marketing experts and strategists. There must be a model that guides hospitality properties during crisis times, models that embrace the concepts of place marketing and place promotion.

> “Place Marketing” and “Place Promotion” are the leading fields of knowledge used by marketers and researchers to restore the positive image for places in the tourism industry. The field of restoring site images were presented in Avraham and Ketter (2008). The promotion of places remains a challenging task especially unsecure one. Nielsen (2001) argued that “promoting a destination in normal circumstances is a difficult task, but promoting a destination that faces tourism challenges whether from negative press or from infrastructure damage caused by natural disasters or man-made disasters is an altogether more arduous task”.

Recently, Govers and Go (2009) believe that added a new term which is “Place Branding”. The term refers to “building brand equity in relation to nations, region or a country identity”. The academic literature contains analyses of many case studies of countries and tourist destinations that have sought to re-brand themselves by creating and promoting cultural attraction. Parnell and Hatem (1999) pointed out that the Egyptian culture is a blend of pharaonic, Arab and Middle Eastern that has an influence to attract tourists. Few researchers examined the cultures’ impacts upon management practices in the Middle Eastern countries. Ritchie (2009); Tarlow (2005) and Coombs and Holladay (2010) provided insight on how to re-establish image and set strategies during crises. Moreover, Ritchie (2009) showed that only few researchers considered the role of stakeholder relationship management before, during and after tourism crises. Later, McDonald, Sparks, and Glendon (2010) mention two major determinants of Stakeholders’ reactions to a company crisis: "the company's crisis communication and the crisis cause.".

This study is aiming to cover the gap in the literature pertaining to the Marketing mix model that can be used in crisis times. It is always argued that during crisis, hospitality properties are required to focus on the needs and demands of tourists were they are affected by the results of crisis. Pearson and Clair (1998) showed that organizations, building alliances, achieving coordination and sharing accurate information with employee inside the organization concerning any limitation can ease the shock and help in better managing the crisis. Stakeholders can benefit from early detection of warning signals, effective containment of damage and positive effects on corporate reputation.

4. Methodology

Overall previous literature reviews in this area imply that there is a gap in the literature pertaining to a missing linkage between the different layers of the marketing mix construct when implemented in the hospitality industry. In addition, it was noted that there is a gap in the literature regarding the way non-customers can be converted into customers in crisis time. Reviewing literature helped in formulating the research questions and identifies the existing gap in the literature. It was crucial to examine first, how different employees, both in the marketing and non-marking departments in hospitality properties under investigations would assess management practices during crisis times; how the current marketing initiatives would help in revitalize the property and bring new customers to the premises. Then, it was crucial to test the proposed model from a statistical and empirical point of view.

4.1. List of objectives

a. To examine how Egyptian hospitality properties are facing low occupancy percentages and cope with national economic instability through their current marketing practices.
b. To propose a new marketing mix model that adds new layers of depth to the traditional marketing mix model while maintaining its simplicity.

4.2. List of hypotheses

a. Poor management practices during crisis time have a detrimental impact on employee morale in the hospitality industry.
b. Robust employee awareness of marketing initiatives positively impact on the effectiveness of the currently used marketing mix.
c. The existence of documented guidelines on the implementation of the marketing effort supports marketing initiatives during crisis time.
d. The currently used marketing mix construct yields desirable outcome.
e. The proposed model can overcome customers' concerns during crisis time.
f. The proposed constructs suits the needs of marketing practitioners during crisis times.

4.3. Data collection instruments

Primary data were collected using two types of structured questionnaires. The reason for designing two separate forms was due to the fact that there were some questions that were expected to be answered only by marketing specialist. They were highly specialized and there was a doubt that managers or employees from other departments can provide reliable information. However, the implementation of the marketing initiatives is carried out by all guest contact employees and the marketing plan is disseminated across all departments. Therefore, it was found necessary to target managers and guest contact employees from other departments.

The first questionnaire was directed to marketing managers, marketing executives and marketing employees. It was composed of six clusters of questions that cover the following areas:

- The components of the currently used marketing mix in hotels under investigation.
- The appropriateness of the proposed model and the way it was constructed.

- The effectiveness of the used marketing mix construct during crisis times.
- The presence of documented guidelines to help in the implementation of marketing initiatives based on the currently used marketing construct.
- The suitability of the different layers of the proposed model to the needs of marketing practitioners in crisis times.
- Marketing managers, executives and employees' initiatives to redirect marketing efforts during crisis time.

4.3.1. Marketing managers, executives and employee questionnaire

Dependant variable	**Independent variable**	**Explanation**
Marketing managers, executives & employees' initiatives to redirect marketing efforts during crisis times.	The presence of documented guidelines to help in the implementation of marketing initiatives based on the currently used marketing construct.	The impact of the presence of documented guidelines to guide the implementation of the marketing effort during crisis times.
The effectiveness of the used marketing mix construct during crisis times	The components of the currently used marketing mix in hotels under investigation.	It is necessary to test the outcome of the currently used marketing mix as a result of the currently used marketing mix constructs.
The suitability of different layers of the proposed model according to the needs of marketing practitioners in the time of crisis	The appropriateness of the proposed model and the way it was constructed.	The appropriateness of the proposed constructs to the needs of the marketing practitioners during crisis times.

The second questionnaire was directed to other managers, executives, and employees from different hierarchical layers on the investigated hotels' organisation charts. The questionnaire had another six clusters of questions covering the following areas:

- Employee level of awareness of the used marketing initiatives during crisis time.
- The effectiveness of the currently used marketing initiatives during crisis time.
- Noticeable management practices regarding the utilization of available resource during crisis time.
- Employee major concerns, morale and behavioural patterns during crisis times.
- Customers major concerns from employee point of view during crisis time.
- Employee viewpoints in the components of the proposed marketing mix construct.

The following table shows the dependent and independent variables in each layer of the questionnaires:

4.3.2. Non-marketing managers, executives and employee questionnaire

Dependant variable	Independent variable	Explanation
Employee major concerns, morale and behavioural patterns during crisis time	Noticeable management practices regarding the utilisation of available resource during crisis time	It is necessary to examine the impact of management practices on employee behaviour and morale.
The effectiveness of the currently used marketing initiatives during crisis time.	Employee level of awareness of the used marketing initiatives during crisis time.	It is necessary to examine the impact of the level of employee awareness of marketing initiatives on the effectiveness of the currently used mix.
Customers major concerns from employee point of view during crisis time	Employee viewpoints in the components of the proposed marketing mix construct.	This relationship explores how the proposed model would overcome customers concern's from non-marketing employees' view.

4.4. Sample size

The sample was selected from 45 four and five-star hotels in Greater Cairo (4 four-star hotels, and 13 five-star hotels), Alexandria (1 four-star hotel and 4 five-star hotels), Sharm El Sheikh (Two four-star hotels and 8 five-star hotels), Hurghada (2 four-star hotels and 8 five-star hotels), and Aswan (1 four-star hotel and 2 five-star hotels). Hotels totally declined exposing their names in the study. The hotels were selected from the international chains operating in Egypt.

In this study only ten hotels from the four-star category, and thirty five hotels from the five-star category were participating as a selected sample. Three stages clustering sample is a non-probability sampling method that is based on: first selecting 6 governorates from the 27 Egyptian governorates with the most important tourist areas and the core attraction places. Second selecting samples from hotels that represent the number of international chains in the selected governorates. Third, randomly distribute the questionnaire forms to the minimum number of employees who represent each hotel. In this case 20 forms were distributed to the three hierarchical levels (senior, middle, and junior staff). Also, this sampling technique reduces cost and time in preparing the sample. 80 forms were distributed to employees of the marketing department in the hotels under investigation. However, 72 valid filled in questionnaire forms were received from the following hierarchical levels: 37 marketing managers; 25 marketing executives and 10 junior staff.

With regard to the second form, it was expected to distribute 20 questionnaire forms in each hotel for senior, middle and junior staff in non-marketing positions. 900 questionnaire forms were distributed in the 45 hotels. However, only 687 valid filled in questionnaire were received. In total, 759 valid questionnaires were returned out of 980 sent forms. Therefore, the response rate is 77.45% which is statistically acceptable for data analysis. Data obtained was analysed by using the Statistical Package for Social Sciences (SPSS). Combinations of different techniques were used including: reliability and intrinsic validity and logistic regression model.

4.5. The proposed marketing mix model

The proposed model has two folds both internal and external. The internal constructs consist of (Programming, Physical evidence, Policy, Process, People, Promotion, Place, Price, and Product), while the external constructs consist of (Purse string, Partnership, Policy, People, Perception, and Promotion), we will find that there is an overlap in the people, process, and promotion as they are considered as internal and external in the same time, see Fig. 5.

The overall objective is to provide hospitality managers with new analytical and comprehensive tool to help them overcome the current socio-political and economic challenges and to overcome crisis time. The proposed marketing mix model is visually represented in Fig. 6. The model was designed using the views and opinions of hospitality properties' decision makers, professionals, professors from different fields, and state senior officers (Ex-Minister of Tourism, the Ex-Head of Media Production City), as well as travel agencies' executives.

4.5.1. Description of the proposed model

Physical products have usually used a 4Ps model; the services sector on the other hand uses a 7Ps approach in order to fulfill the needs of the customers: product, price, place, promotion, people, physical evidences and processes.

The product is what is actually traded. It is a bundle of complex benefits that satisfy customer needs. While there is distinction in this debate, customers seldom pay for the services that they receive put ultimately the degrees of satisfaction that they have. For this reason, the service must be correctly developed and adapted to meet the needs and wants of the customers.

The price element of the services marketing mix is dominated by what is being charged for the fees that are required to enroll at the service industry. The pricing element not only affects the revenues that a service industry derives from its enrolment, but also affects customer's perceptions of the quality. Hence, the pricing element is critical to the day to day operation of many service business.

Place is the distribution channel techniques that the service business adopts to provide the facilities to its market in a manner that meets, if not exceeds, customer expectations. Access to service business and support materials like web page are increasing and becoming accessible through virtual leisure media, like several search engines such as booking.com and trviago.com. Electronic business opportunities have also developed through the post, email, the web, video and teleconferencing for B2B and B2C services.

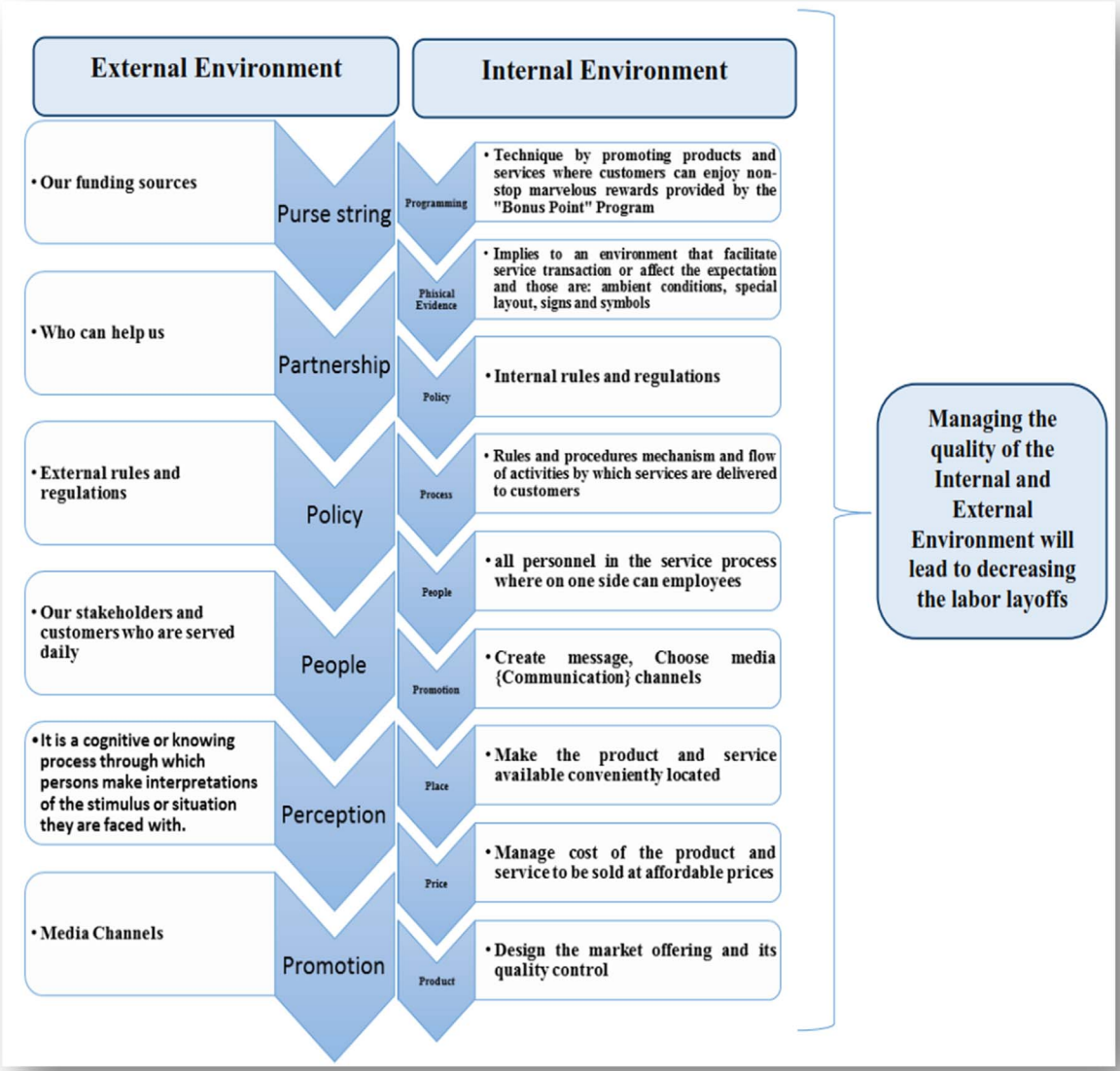

Fig. 5. The proposed marketing mix model.

Promotion includes all the tackles that service business can use to proposal the market with information on its market offerings: advertising, direct marketing, publicity, public relations, personal selling, sales promotional efforts and interactive channels. When one considers the wide variety of customers with which a service business needs to communicate, the use of integrated marketing communications tools is the best way to be effective as different features are used for different customers.

The people component of the marketing mix includes all the staff of the service business that interacts with prospective customers and indeed once they are enrolled as customers of the service business. These could be both staff, and support staff. On the administrative support front, significant input to the delivery of services both at the front line and what behind the scenes is provided, which does influence customer perceptions of service quality. Lin (1999) claims that the most significant component is choosing people for positions at a service industry.

Physical evidence and processes are the newest additions to the marketing mix for service industry. Physical evidence is the tangible component of the service offering. That allows tangibilizing the intangible product. A variety

Fig. 6. The proposed marketing mix components.

of tangible features are assessed by the target market of a service business, ranging from the materials to the appearance of the buildings and facilities provided. While processes are all the directorial and routine functions of the service business: from the handling of enquiries to guests check in, check out and the attached procedures. Unlike tangible products, a service involves payment prior to "consumption", a possession does not take place and closer interaction with providers, which is, not exists with the tangible product. During the period that the guest is enjoying his accommodation, processes need to be set in motion to ensure that the guest has the best service. While this might seem quite explicitly, there are numerous of other processes that need to be implemented alongside (with the

accounting system, accommodation, food and beverage, reserving activities, laundry, order taking and many others) to ensure the highest level of customer satisfaction.

Programming is a marketing decision, especially for service provider as it is also expected to influence service business choice because of the timing customer spend to finish all his requirements and of course affect the customer decision making process especially by the way of creating targeted benefits for the customers. Special programming can address such preferences and draw in additional customers.

Partnership consider the parties that co-operate and is all about brands operate together to reach new customers through mutually beneficial campaigns. Marketers agree that there is a real change within the service industry towards a more connected, strategic use of partnership marketing as a new effective tool in the marketing mix. Using partnership marketing in the context of a service industry where consumers and technology are constantly evolving. Respondents suggest the growth of partnership marketing as part of a more integrated marketing strategy is due to a number of changes in the business environment as it is all concerned about customers need and how to delight their needs.

Perception of the customers may differ for the same product or service. A customer perception of the marketing offering deviate from what the service provider intended to offer. This may cause serious problems in today's economy. Globalization allows everyone to expose to more various information than before. If the customer's perception of marketing offering is an unfavorable one, it doubtless will not get another opportunity to make a better impression. Thus, competition is getting more and more intensive. Therefore, perception is consider the key value for attracting customer by re-acting and pro-acting to their need in away better than the competitor.

Purse string is a funding for the product and service offered by the service industry, its development and its sustainability in the long run. Promoting, influencing, and presenting results that fit in with the interests of the supporting parties to gain customer retention and loyalty.

Policy reflects inclusion and involvement of the policy makers. Including the importance of information dissemination in the overall organizational goal; to support the internal and external customers and protect employees' of being maltreated by the employers and to be committed to labor laws.

4.5.2. Guidelines for new market mix implementation

Therefore, the appropriate way to enhance the service industry is to implement the new marketing mix model with its proposed 12Ps constructs by the marketers in the marketing department to achieve its ultimate goal especially during crisis time. The next guidelines are a good starting point for the service business by delivering:

- Benchmark or developing a stable standard for measuring, by understanding the actual performance of the service industry and then compare the actual performance with a standard, finally taking action to correct deviations or inadequate standards.
- Validate and analyze the model to understand and measure the key drivers with a close link between the analysis and the business model with its strategy.
- Be fixable as marketers are not and cannot be based on simplistic principles to be applied in all situations. There is no one universally applicable set of principles or rules by which to manage the service organizations. Service organizations are individually different, face different situations, and require different ways of managing. Therefore, controlled experiments give better results.
- Put both the brand and the revenues in the back of your mind to build brand equity, customer retention, and long-term relation with the customers and increasing sales.
- Look over the economies of scale by concentrating on the competitive advantages and the unique selling proposition to differentiate the marketing offering and answer the question why the customer buy from your product and service and ignore the competitors product or service. Therefore, service business must capture the opportunities from the external environment to improve the ROI while keeping the overall marketing budget constant.
- Build a "test and learn" culture in all service organizations departments by encourage and support a continuous feedback, and on people who cooperate in pursuit of the organizational goal.

Marketing budgets should be viewed as a portfolio of investments, each of which has different growth potential and resource requirements. Proven return on investment (ROI) techniques can help marketers make the best trade-

Table 2
Title of the respondents.

	Frequency	Percent
Executive	76	10.0
Manager	222	29.2
Supervisor	147	19.4
General staff	314	41.4
Total	759	100.0

offs by identifying the right data to track, the best model to use, and the right comparisons to make. Applied consistently, the tools will help keep the proposed marketing mix with its 12Ps in balance.

4.6. Data analysis

The Factor Analysis as a technique was employed to the answers of respondents pertaining the construct. Confirmatory Factor Analysis was used to verify the proposed model construction and operationalization. In this case, the scale was specified upfront as appears above in Figs. 5 and 6 and it was known that a certain subset of the scale represents an independent dimension within this scale. For example, it is known that the questions pertaining to "noticeable management practices regarding the utilization of available resource during crisis time: are: forced employee downsizing, lower number of employee training and development programmes, lower employee benefits, lower quality of food and beverage items, and lower prices, undesirable market segments. If there is a need to build a regression model that predicts the influence of the previous elements on an outcome variable, in this case "employee major concerns and behavioral patterns during crisis times" we would start to model a confirmatory factor analysis of the questionnaire items that load onto the above highlighted elements and then regress onto an outcome variable.

An exploratory factor analysis was also employed. The data collection instruments of this study consist of a lot of questions that represent 12 clusters (variables). Exploratory Factor Analysis attempted to bring inter-correlated variables together under more general, underlying variables. More specifically, the goal of this type of factor analysis is to reduce the dimensionality of the original space and to give an interpretation to the new space, spanned by a reduced number of new dimensions which are supposed to underlie the old ones.

5. Results and discussion

Descriptive analysis was used initially in order to show the frequency and percent of the details of the target sample under study. Table 2 shows the frequency of the respondents, Table 3 lists the frequency of the hotels that replied in the sample, Table 4 provides the frequency of the hotel size in the sample, Table 5 shows the location of the hotels that was covered and Table 6 lists the type of guests.

The objective of this research study is to suggest a new marketing mix model that could be used in crisis times. The model is introducing new layers of depth to the traditional marketing mix model, which target only product, people, place and promotion. The model is opening new thinking channels that urge managers to deal with a crisis as an opportunity to generate more customers to hospitality properties. The employed data collection instrument had few questions that aim at exploring and evaluating the current situation within the hospitality industry in Egypt. That was to evaluate the current practices during crisis times.

In times of crisis, either economic recession or terrorism, some companies may fail to sustain their presence in the market place or they are forced to temporarily or permanently close down. This has happened and still happening in the cities of Hurghada and Sharm El Sheikh especially after the political unrest of January 25th, 2011. That was not just the case, in November 2015, there was the Russian airplane crash which dramatically affected occupancy percentage and hindered international inbounds from coming to Egypt. Having said that, some hotels may rise again, if they can seize all the new opportunities that this very period carries with it (for example, the weakness of competitors). A prominent example in the travel and Tourism industry is the low cost airliner JetBlue which considers, according to Kotler (2009), periods of crisis to be the best for their business. In fact, it is in these conditions that the company sees a gain in market share, since its competitors are weakening. In times of economic uncertainty, some firms achieve better performance. The previous implies untraditional way of thinking and creative management practices during crisis time.

Table 3
Types of the hotels.

		Frequency	Percent
Valid	Five stars hotel	583	76.8
	Four stars hotel	176	23.2
	Total	759	100.0

Table 4
Hotel size.

		Frequency	Percent
Valid	51–150 employee	16	2.1
	151–250 employee	251	33.1
	251–300 employee	220	29.0
	More than 301 employee	272	35.8
	Total	759	100.0

Table 5
Hotel location.

		Frequency	Percent
Valid	Cairo	443	58.4
	Alexandria	118	15.5
	Aswan	30	4.0
	Hurghada	97	12.8
	Sharm El Sheikh	71	9.4
	Total	759	100.0

Table 6
Type of guests.

		Frequency	Percent
Valid	Tourists	131	17.3
	Both corporate guests and tourists	628	82.7
	Total	759	100.0

5.1. Part A- examining the impact of management practices on employee morale during crisis time

Examining the impact of management practices on employee behaviour and moral during crisis times revealed the following: most managers agreed that the following are amongst the most common practices during crisis time: Poor anticipation of crisis to come. The absence of a plan or a management practice that anticipate the worst to come and put alternative plans is a major poor management practice. Most hotels start to eliminate training and development programme budget from the labour expenses. This severe reduction in promotion and publicity expenses, in addition to, cutting off communication expenses with the public was from the main practices to overcome the consequences of the down turn. Furthermore,

Table 7
The Goodness of Fit Indices in the SEM.

Chi-Square	32.886
Degree of Freedom	10
Level of Significance	.000
Normed Chi-Square	3.289
Root Mean Square Residual (RMR)	.019
Goodness of Fit Index (GFI)	.988
Adjusted Goodness of Fit Index (AGFI)	.967
Normed Fit Index (NFI)	.988
Relative Fit Index (RFI)	.975
Incremental Fit Index (IFI)	.992
Tucker Lewis Index (TLI)	.982
Comparative Fit Index (CFI)	.992
Root Mean Square Residual Approximation (RMSEA)	.055
R2 = 75.80%	

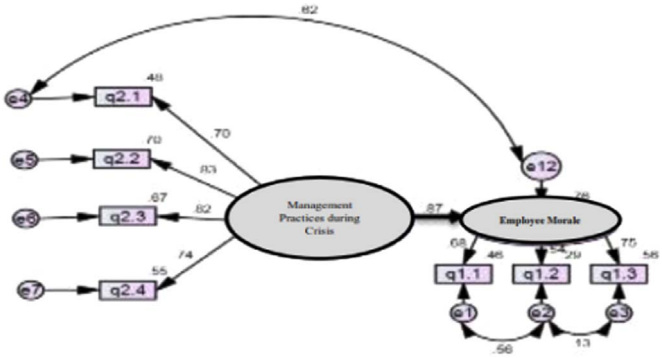

Fig. 7. Path analysis for the relationship between management practices during crisis times and employee morale and behaviour.

cutting employee benefits is one of the common practices in the Egyptian hospitality industry. Lowering quality of food and beverage products by using cheaper ingredients is another noted practice. Finally, the use of labour layoff to encounter the extreme loss of business is amongst the practices of the investigated hotels. The above elements were agreed upon by the respondents.

On the other hand, answers of respondents indicated that employee morale and behaviour are affected dramatically by some of the above noted practices. Answers indicated that employees are always tensed and this affects the way they handle customers. Employees fear that they can be made redundant at any given time. The feeling of insecurity affects the delivery of quality product and services. Reduced productivity is amongst the output of employee concerns. It was thought that employee fear of being laid off plays can be considered a detrimental factor in keeping productivity standards high. The statistical analysis proved this assumption the opposite.

Results of measuring the Goodness of Fit of the (SEM) model represented in Table 7 showed the following: All the goodness of fit measures of the model indicated that all alternatives were at acceptable limits especially GFI, NFI, RFI, IFI.TLI, and CFI were close to one. The above elements were used in the SEM as they represented 75% from the total variation of dependent variable. Customer's affective commitment, the rest percent due to either the random error in the regression model or other Independent Variables excluded from the regression model. These results clarifies that there is an adequate convergent validity and all the goodness of fit tests of the model showed significant results and an impact of the current practices on employee behavior and moral.

The path diagram of the measurement model appearing in Fig. 7, showed that management practices such as the elimination of training and development programme budget from the labour expenses; the severe reduction in promotion and publicity expenses; cutting employee benefits; lowering quality of food and beverage products by using cheaper ingredients; intolerance of employee mistakes; aggression in disciplinary procedures; and the use of labour layoff to encounter the extreme loss of business are the factors that affect employee morale and behaviour. Having said that, the measured variables in Table 8 are the only variables that showed a significant relationship with the latent constructs, other measured variables like lowering quality of food and beverage, intolerance of employee mistakes, and aggression in disciplinary procedures, the existence of plan to face crisis were excluded because of insignificance. Each of the measured variables is represented by a square. The "E" represents the errors.

Table 8
Regression weights according to maximum likelihood estimates.

Path			Standardized estimate	Unstandardized estimate	S.E.	C.R.	P
Employee behaviour and Morale	<—	Management Practices during crisis	.871	.809	.045	17.787	0.001***
q2.1	<—	Management Practices during crisis	.696	1.000			
q1.3	<—	Employee behaviour and Morale	.747	1.160	.066	17.602	0.001***
q1.2	<—	Employee behaviour and Morale	.538	.741	.039	18.835	0.001***
q1.1	<—	Employee behaviour and Morale	.678	1.000			
q2.3	<—	Management Practices during crisis	.820	1.165	.059	19.712	0.001***
q2.2	<—	Management Practices during crisis	.834	1.175	.059	19.932	0.001***
q2.4	<—	Management Practices during crisis	.741	1.059	.058	18.164	0.001***

*Significant at level less than (0.05),
**Significant at level less than (0.01).
***Significant at level less than (0.001).

Table 9
The goodness of fit indices in the SEM.

Chi-Square	1791.880
Degree of Freedom	198
Level of Significance	.000
Normed Chi-Square	9.050
Root Mean Square Residual (RMR)	.051
Goodness of Fit Index (GFI)	.823
Adjusted Goodness of Fit Index (AGFI)	.774
Normed Fit Index (NFI)	.863
Relative Fit Index (RFI)	.840
Incremental Fit Index (IFI)	.876
Tucker Lewis Index (TLI)	.855
Comparative Fit Index (CFI)	.876
Root Mean Square Residual Approximation (RMSEA)	.103

R2 = 88.30%, R2 = 56.70%

5.2. Part B-the impact of the level of employee awareness of marketing initiatives on the effectiveness of the currently used marketing mix

Effective marketing starts with a well-informed marketing strategy. A good marketing strategy helps to define the hotel's vision, mission and business goals, and outlines the steps the hotel needs to take to achieve these goals. The marketing strategy affects the way the hotel runs the entire business, so it should be planned and developed in consultation with all stakeholders. Moreover, all planned activities should be disseminated among all employees.

The marketing department of every hotel want to increase the product and service awareness and of course do so in a way that positively impacts the bottom line who is the customers. What many hoteliers especially marketers do not realize is that their most vibrant and powerful loyal brand campaigners are right within the premises. Employees are number one element who can make a difference in branding the products and services of the hotel. Therefore, it was found necessary to examine level of employee awareness of marketing initiatives on the effectiveness of the currently used marketing mix.

With regard to the effectiveness of the used marketing mix, descriptive analysis of respondents' answers indicated that the used marketing initiatives with regard to keeping the same delivered menu food and beverage items, the availability of the same layouts without partial or total close down; keeping the same prices of food and beverage items; offering discounted room rates; the move towards all inclusive packages; advertising the discounted prices using the social media and cheaper means have resulted in maintaining at least the break even points in most of the investigated hotels. However, initiatives failed in other hotels to maintain the break even points and those hotels are suffering from loss.

Fig. 8. Path analysis for the relationship between employee awareness and the effectiveness of marketing initiatives both internally and externally.

Table 10
Regression weights according to maximum likelihood estimates.

Path			Standardized estimate	Unstandardized estimate	S.E.	C.R.	P
Effective Marketing Initiatives	<—	Employee Awareness	.753	.858	.045	19.130	0.001***
Effective Marketing Initiatives	<—	Employee Awareness	.940	.795	.045	17.637	0.001***
q12.11	<—	Employee Awareness	.785	1.000			
q12.10	<—	Employee Awareness	.774	.931	.034	27.199	0.001***
q12.9	<—	Employee Awareness	.800	1.015	.041	24.533	0.001***
q12.8	<—	Employee Awareness	.813	1.085	.043	25.065	0.001***
q12.7	<—	Employee Awareness	.834	1.115	.043	25.937	0.001***
q12.6	<—	Employee Awareness	.836	1.118	.043	25.988	0.001***
q12.5	<—	Employee Awareness	.863	1.162	.043	27.123	0.001***
q12.4	<—	Employee Awareness	.797	1.114	.046	24.435	0.001***
q12.3	<—	Employee Awareness	.711	.905	.043	21.149	0.001***
q12.2	<—	Employee Awareness	.559	.742	.047	15.934	0.001***
q12.1	<—	Employee Awareness	.655	.841	.044	19.145	0.001***
q11.4	<—	Awareness of the macro plan	.819	.884	.033	26.629	0.001***
q11.5	<—	Awareness of the macro plan	.849	.983	.035	28.128	0.001***
q11.6	<—	Awareness of the macro plan	.790	.879	.035	25.292	0.001***
q11.7	<—	Awareness of the macro plan	.813	.972	.037	26.353	0.001***
q11.14	<—	Awareness of the macro plan	.575	.695	.041	16.780	0.001***
q11.3	<—	Awareness of the micro plan	.643	1.000			
q11.8	<—	Awareness of the micro plan	.588	.966	.069	13.978	0.001***
q11.12	<—	Awareness of the micro plan	.594	.994	.069	14.365	0.001***
q11.15	<—	Awareness of the micro plan	.724	1.151	.068	16.912	0.001***
q11.16	<—	Awareness of the micro plan	.652	1.030	.067	15.488	0.001***

With regard to employee level of awareness pertaining to management marketing initiatives, most respondents agreed that they are fully aware with what's going on in the hotel and regular debriefing is conducted to update employees in all departments with the current hotel situation and what should be done and what will be done in different contexts. However, most respondents' answers indicated that they are not exposed to the details of the process. They are only told what to do as guest contact employees.

The impact of the level of awareness of employees on the effectiveness of marketing initiatives is significant. In other words, there are significant positive linear relationships between employee level of awareness and the constructs of effective marketing mix during crisis time at a level less that (0.001). Results of measuring the Goodness of Fit of the (SEM) model represented in Table 9 showed the following: All the goodness of fit measures of the model indicate that all indicators at acceptable limits or greater than cut-off values, especially GFI, NFI, RFI, IFI. TLI, and CFI close to one. The fit measures indicate the goodness of fit of this construct and its ability to measure the effect of employee level of awareness on the effectiveness of marketing initiatives and the used marketing mix.

Fig. 8 is path diagrams of the measurement model the above variables, considering increased employee level of awareness is an effective tool in the implementation of marketing initiatives both internally and externally. It was highlighted above that the success of the marketing plan totally depends on the absorption and conception of marketing initiatives and tactics by employees first. Those are the ones who will implement the action plan. This is done through regular debriefing about food and beverage items changes, discounts on the room rate prices, the introduction of sale packages, the introduction of new market segments, the keeping or closing down of different outlets, the marketing campaigns and their venues. All the measured variables in Table 10 showed significant relationship with the latent constructs, nothing was excluded. Each of the measured variables is represented by a square. The "E" represents the errors.

5.3. Part C-the impact of the presence of documented guidelines on the implementation of the marketing effort during crisis times

It was found necessary to validate the results of the previous variables which measure the impact of employee level of awareness on the implementation of marketing initiatives. Therefore, there was need to check whether the awareness process would follow documented guidelines that help all employees within the investigated hotels to carry out their marketing roles effectively.

The implementation of any strategy whether in marketing or any other discipline requires the presence of step-by step guidelines as they constitute the 'how to' component of changing current practices into new ones. However, most initiatives for change do not yield their expected outcomes because they are often inconsistently labelled and poorly described. As a result, they are misunderstood or interpreted. Things become more sophisticated and sometimes complicated in crisis times. Therefore, the presences of those guidelines are critical for marketing managers, executives and employees to re-direct marketing efforts to the right path. It should be noted also that the presence of documented guidelines should not only take the forms of regular memorandums but should also be inserted in the system's standard operating procedures during crisis times.

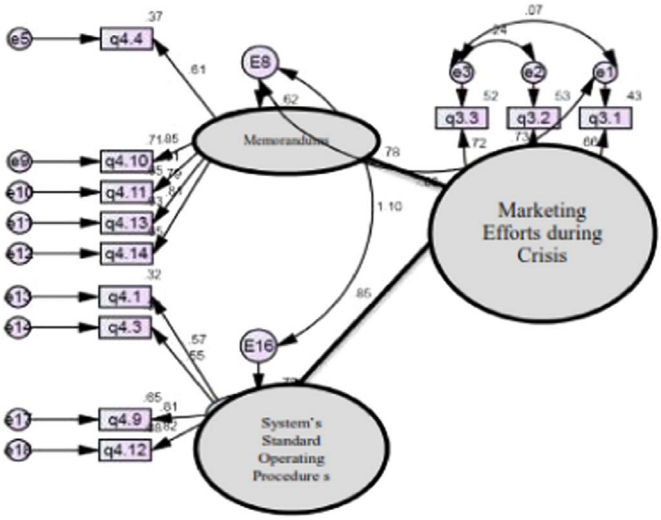

Fig. 9. Path analysis for the impact of the presence of documented guidelines on the effective implementation of marketing efforts during crisis times.

Table 11
Regression weights according to maximum likelihood estimates.

Path			Standardized estimate	Un-standardized estimate	S.E.	C.R.	P
Memorandum	< —	Implementation	.851	.723	.063	11.567	0.001***
System's SOPs	< —	Implementation	.785	.680	.059	11.454	0.001***
q3.3	< —	Implementation	.721	1.091	.074	14.808	0.001***
q3.2	< —	Implementation	.729	1.062	.073	14.460	0.001***
q3.1	< —	Implementation	.658	1.000			
q4.14	< —	Memorandum	.805	1.313	.073	17.872	0.001***
q4.13	< —	Memorandum	.795	1.206	.068	17.715	0.001***
q4.11	< —	Memorandum	.809	1.192	.066	17.935	0.001***
q4.10	< —	Memorandum	.845	1.333	.072	18.467	0.001***
q4.4	< —	Memorandum	.612	1.000			0.001***
q4.12	< —	System's SOPs	.823	1.324	.078	16.877	0.001***
q4.9	< —	System's SOPs	.809	1.373	.082	16.707	0.001***
q4.3	< —	System's SOPs	.550	.960	.074	12.920	
q4.1	< —	People	.567	1.000			0.001***

Results indicated that there are documented guidelines that guide the implementation of the marketing initiatives in crisis times and respondents indicated that they are effective and helpful. The path diagram of the measurement model appearing in Fig. 9 shows the relationship between the documented memorandums and system's SOPs (Standard Operating Procedures). From the proposed model, the measured variables in Table 11 are the only variables that showed a significant relationship with the latent constructs, other measured variables like internal flyers, hand-outs, meeting logs and diaries were excluded for insignificance. Each of the measured variables is represented by a square. The "E" represents the errors.

5.4. Part D-the effectiveness of the currently used marketing mix construct in yielding desirable outcome

In part B of the analysis, the effectiveness of the currently used marketing mix was tested from non-marketing managers, executives and employees' point of views. However, it was found crucial to know the opinions of marketing professionals in this context; those marketing personnel who design the practices and ask others to implement.

Results indicated that marketing managers and employees in the investigated hotels validated the results obtained in part B of the analysis. Most of respondents indicated the presence of objectives and action plans to reach marketing desired outcome. The objectives of the marketing plan covers different aspects of the traditional marketing mix model. During crisis times, extra emphasis were placed on communicating steps of implementation to all staff especially guest contact employees. Extra emphases were also placed on top management support through impeding the implementation plan into the SOPs of the hotel. Special care was given to the aspect of resources. It is known that limited resources are one of the

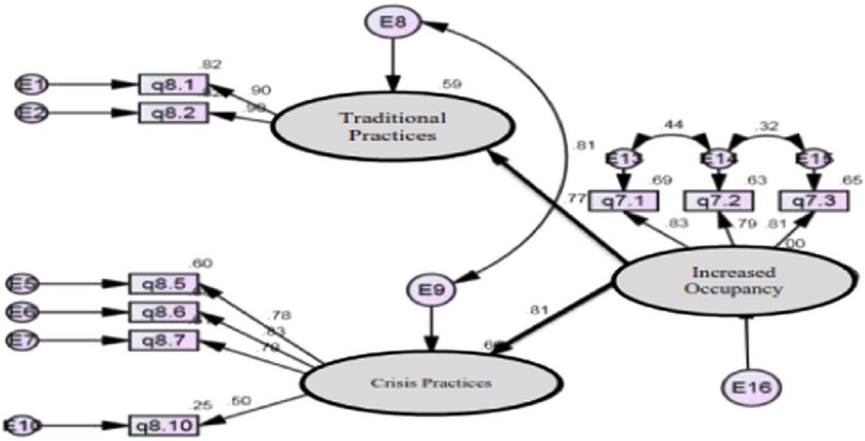

Fig. 10. Path analysis for the impact of the traditional and crisis time marketing initiatives and the final yield (occupancy percentage).

main characteristic of crisis times. However, if the hotel does not have the resources to carry out the plan then needless to say implementation will be compromised. A good plan is developed with a good understanding of financial background.

Respondents' answers indicated that initiatives pertaining to keeping menu items as is, finding alternatives to expensive ingredients, increased friendliness and attentiveness of staff members when dealing with guests. Discounted room rates and the reliance on social media as a contingency plan are amongst the elements that most respondents have highlighted in the distributed questionnaire.

Fig. 10 is a path diagram of the measurement of the relationship between the current effort of marketing personnel and the final yield. The currently used marketing mix model designed with its two dimensions (traditional practices and crisis practices) had a significant positive impact on the final output in the form of increased occupancy percentage.

Having said the above and looked at the highlighted figures and regression tables of the confirmatory factor analysis, one can still have doubts regarding the effectiveness of the marketing mix on the generated profit and occupancy percentages. There is improvement but not dramatic and still there is a room for more improvement. The Central Bank of Egypt's (2015) figures regarding hotel sector performance indicated that Cairo hotels experienced a noticed bouncing in terms of "average daily rate per room" and in "revenue per available room", and "occupancy rate". The regional comparison led to the fact that Egyptian hotels offered low prices during the period.

According to the Ministry of Tourism data derived from the Central Bank of Egypt's report (2015), the average occupancy rate at hotels in Egypt was 37.6 percent during Quarter 4 of 2014/2015, up from 32.2 percent a year earlier, indicating an improvement in the sector. Major cities, headed by Sharm El Sheikh, Hurghada, Alexandria, and Luxor registered the largest rise in hotel occupancy rates, and to a less extent, came Cairo, while Aswan has the same occupancy rate compared to Quarter 4 of 2013/2014.

Another point is that an increase in the occupancy percentage of hotels or the increase in the number of tourists arriving to a certain hotel does not necessarily mean an increase in the average room rate in these hotels.

5.5. Part E-the Ability of the proposed model to overcome customers' concern's from non-marketing employees' point of view

This part explores the extent to which non-marketing respondents have accepted the components of the proposed marketing mix model and agreed to its constructs. It should be noted that the proposed marketing mix goes beyond the traditional marketing mix covering the four Ps. It also goes beyond the 7Ps model which is known as the Service Marketing Mix. The Model takes care of the characteristics that distinguish the hospitality industry and adds new layers of depth to the old models. Services have unique characteristics. Those are intangibility, heterogeneity, inseparability and perish-ability. The model caters to those characteristics. Respondents showed that the model would help in bringing in new customers during tourism setback by targeting new segments and turn the non-buyers of rooms and hotel services into buyers. The proposals of introducing new menu items that would cater for middle class citizens who are price conscious would be one of the resolutions. Another dimension is the use of technological sophistication to promote the hotels in many ways, shapes and forms.

This consumer-orientation model is accepted by the employees of the investigated hotels. The model suggested using consumers input in designing new services. This technique has proved successful in Marriott International. Marriott Hotels followed this approach in developing their Courtyard and Residence Inns hotels. For example, the Courtyard concept is supposed to attract business travellers and transient customers who do not really like staying at hotels (Wind, Green, Shifflet & Scarbrough, 1992; Hart, 1986).

Fig. 11 is a path diagram of the ability of the proposed marketing mix model with its two dimensions (internal and external) to overcome customers' concerns from employee's point of views. From the proposed model, the measured variables in Table 12 are the only variables that showed a significant relationship with the latent constructs; others measured variables were excluded for insignificance. Each of the measured variables is represented by a square.

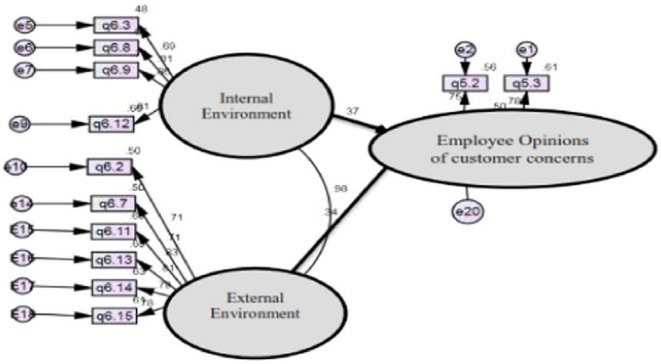

Fig. 11. Path Analysis for the ability of the proposed model to overcome customers' concerns from non-marketing employees point of view.

Table 12
Regression weights according to maximum likelihood estimates.

Path			Standardized estimate	Unstandardized estimate	S.E.	C.R.	P
External Environment	<—	Opinions of Customer Concerns	.337	.381	.091	4.186	0.001***
Internal Environment	<—	Opinions of Customer Concerns	.374	.442	.111	3.982	0.001***
External Environment	<—	q5.2	.751	.933	.059	15.871	0.001***
Internal Environment	<—	q5.3	.779	1.000			0.001***
Internal Environment	<—	q6.12	.810	1.160	.055	20.908	
Internal Environment	<—	q6.9	.860	1.244	.056	22.089	0.001***
Internal Environment	<—	q6.8	.810	1.214	.058	20.890	0.001***
Internal Environment	<—	q6.3	.693	1.000			0.001***
External Environment	<—	q6.7	.709	.926	.049	18.878	0.001***
External Environment	<—	q6.2	.708	1.000			0.001***
External Environment	<—	q6.11	.831	1.139	.052	22.070	0.001***
External Environment	<—	q6.13	.806	1.049	.049	21.424	0.001***
External Environment	<—	q6.14	.795	.980	.046	21.122	
External Environment	<—	q6.15	.778	1.000	.048	20.699	0.001***

*Significant at level less than (0.05),
**Significant at level less than (0.01).
***Significant at level less than (0.001).

5.6. Part F-the appropriateness of the proposed constructs to the needs of the marketing practitioners during crisis times

Results indicated that marketing employees can use the proposed model to set objectives, conduct a SWOT analysis and undertake competitive analysis. It's a practical framework to evaluate an existing business and work through appropriate approaches whilst evaluating the mix element during crisis times.

The model catered for the following points:

- The way the hotel can develop new products and services based on the input of consumers.
- The way the hotel can change their pricing strategies based on a change in the menu and the services delivered.
- The way new channels are open for customers to examine the offered products and service (technology).
- The way new media channels can be opened to substitute the paid media.
- The way guests can be reassured that the hotel is still providing the same quality and level of services.
- The way the hotel employs and trains its workforce to adapt to the new crisis times.
- The way hotels can partner up to purchase or to offer guest services to cater for a larger segment in the market.

Fig. 12 is a path diagram of the proposed marketing mix suitability for marketing employees in hotels under investigations. The model with its two levels both internal and external is appropriate for the Egyptian hospitality industry by its pricing strategy, appropriate places, and promotions,

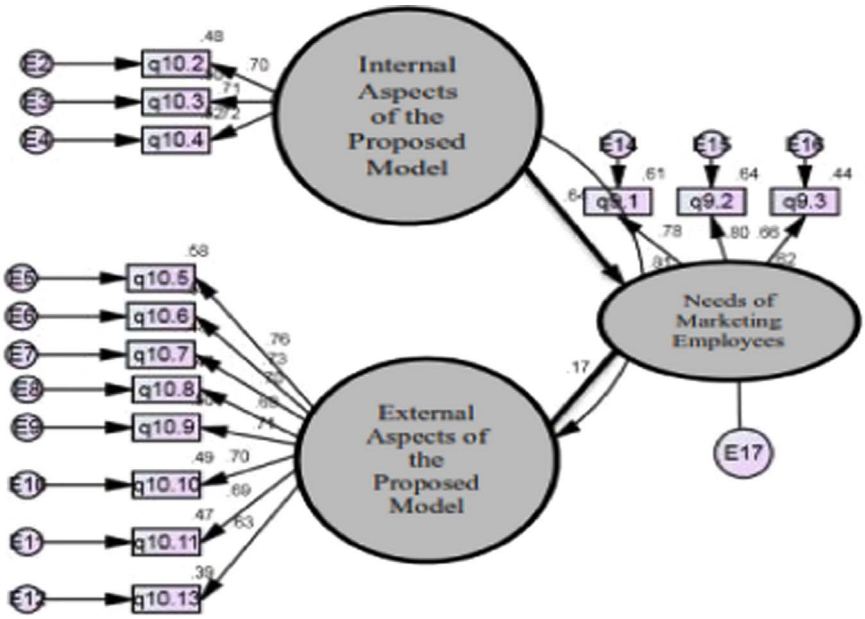

Fig. 12. Path Analysis for the appropriateness of the proposed model to the needs of marketing employees in Hotels.

Table 13
Regression weights according to maximum likelihood estimates.

Path			Standardized estimate	Unstandardized estimate	S.E.	C.R.
Internal Aspects of the proposed marketing mix	<—	The Needs of Marketing employees	.771	.827	.044	18.896
External Aspects of the Proposed marketing mix	<—	The Needs of Marketing employees	.811	.693	.039	17.642
q8.2	<—	Internal Aspects of the proposed marketing mix	.904	.950	.027	35.791
q8.1	<—	Internal Aspects of the proposed marketing mix	.904	1.000		
q8.10	<—	External Aspects of the Proposed marketing mix	.504	.855	.062	13.738
q8.7	<—	External Aspects of the Proposed marketing mix	.783	.899	.040	22.611
q8.6	<—	External Aspects of the Proposed marketing mix	.827	.718	.030	24.124
q8.5	<—	External Aspects of the Proposed marketing mix	.775	1.000		
q7.2	<—	External Aspects of the Proposed marketing mix	.794	.911	.033	27.842
q7.3	<—	External Aspects of the Proposed marketing mix	.807	.860	.040	21.475
q7.1	<—	External Aspects of the Proposed marketing mix	.829	1.000		

* Significant at level less than (0.05), ** Significant at level less than (0.01), *** Significant at level less than (0.001). All the mentioned Paths are at a P level with values 0.001***.

people's satisfaction, process of service, hospitality industry partnership, physical evidence, purse strings, and programming (the use of sophisticated technology to promote hotels' products and services to the targeted guests). From the proposed model, the measured variables in Table 13 are the only variables that showed a significant relationship with the latent constructs; others measured variables were excluded for insignificance.

5.7. Summary for the path analysis results

This research study used a technique called Path Analysis which is a data analysis technique that quantifies the relative contributions of variables to the variation in a focal variable once a certain network of interrelated variables has been specified (Lynch & Walsh 1998). These contributions are direct or indirect mediated through other variables. It should be noted that path analysis is not intended to measure the causes of effects but rather to help clarify the causal models that researchers formulate on the basis of their knowledge and theoretical considerations. For

example, one might find a high positive correlation between the number of employee leavers in a hospitality property and the number of regular customers not returning to the same hotel. Does this mean that the number of employee leaving the hotel somehow correlated to the number of regular customers leaving the same hotel? This turns out to be a spurious correlation. The community involved is hotel management practices. Employees might have bad behavioural pattern that affect customers staying or leaving because of management practices. Thus, there is a common cause: management practices that have a dramatic impact.

In this study, a list of hypotheses was formulated and there was a need to prove those and exclude other insignificant measured variables. The conceptual starting point for the technique of path analysis is an additive regression model that connects the dependent variable with measured independent variable. For example, the path diagram of the measurement model appearing in Fig. 7 showed that management practices affect employee morale and behaviour. Both independent and dependent variables were measures through set of questions and the relationship is identified through the statistical technique.

6. Conclusion

The MED countries are going through challenging situations during the transition process that requires an effective crisis management strategy to enhance the tourism and hospitality industry. The proposed new marketing mix model is tested and verified through the research methodology, which is supported with the literature review and the empirical study. The model validates the five objectives and showed firstly, significant positive linear relationships between the impact of management practices and the constructs of employee morale. Secondly, the relation between the level of employee awareness of marketing initiatives and the constructs of the effectiveness of the currently used marketing mix. Thirdly, the importance of coordination between the existences documented guidelines and the implementation of the marketing effort - especially during crisis time. Fourthly, the role of synchronization between the current used marketing mix and its impact on the desirable outcome. Fifthly, emphasizing on the relation between the ability of the proposed model to overcome customers' concern's from non-marketing employees' point of view. Finally, enhancing the relation between the proposed constructs and the existing marketing practitioners during crisis and this validates the sixth research objectives for all of the influential measures.

7. Recommendations

This study contributes to the existing literature through providing a comprehensive marketing mix model that can be used during crisis time in the Egyptian hospitality industry. This industry has been suffering from serious problems since January 25th, 2011 political unrest. The following recommendations were compiled based on the conducted study:

- It is necessary that senior management of hospitality properties in Egypt employ sophisticated measures that raise employee level of motivation. This could be done through employing a mix of traditional and contemporary motivation theories. A trend that is currently used in multinational organizations is the use of a total reward system.
- It is assumed that employees would not engage in a practice they do not have the full perspective of, or don't understand. Thus, the full involvement of employees in marketing activities cannot be anticipated without making them aware of their role in the process. Adding to that, involving employees creates a sense of belongings to the property and acts as a motivational tool. Moreover, increasing awareness would not be effective unless there are documented materials that act as reference point to those involved in the implementation process.
- During crisis there is a need to employ creative and innovative thinking by creating new ideas and activities that turn non-customers into customers either local or international. At the international level, hosting events and competitions van is a resolution. That would restore the image of the country and regain tourist trust. Working on new market segments can also increase the possibility of getting new types of tourists to the country. At the national level, encouraging local tourists can keep the business going and eliminate the possibility of closing down. Setting programmes for local youth during vacations can increase their awareness and keep hospitality properties running.
- During the unstable periods, there is a need to enhance quality of service in order to maintain the regular local customers. Consequently, there is a need to accelerate the application of new rules and regulations that have been formulated to work according to international standards. These rules and regulations have been postponed several times because of the Arab Spring.

- The proposed marketing mix model requires using new variables such as the collaboration of different stakeholders. Collaborative work between different interested bodies in one unified project can facilitate lots of activities and can ease up the severity of the damage caused by lost business.

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