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إدارة الجودة في أجهزة السياحة الرسمية

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مدرس بقسم الدراسات السياحية

كلية السياحة والفنادق

جامعة حلوان

ملخص:

يهدف هذا البحث إلى دراسة إمكانية تطبيق عامل الجودة على مختلف مجهودات وخدمات جهاز السياحة الرسمي في مصر والمتمثل في وزارة السياحة وذلك بهدف مواجهة المنافسة الشديدة في المجال السياحي على المستوى العالمي. وقد تم إجراء مقابلات شخصية مع عدد من المسؤولين بكل من وزارة السياحة وهيئة التنشيط السياحي والهيئة العامة للتنمية السياحية بهدف تقييم فاعلياتهم تم في المجالات السياحية المختلفة وقد خلص البحث إلى عدد من التوصيات أهمها ضرورة تطبيق الأساليب العلمية الحديثة عند دراسة الأسواق السياحة المختلفة والقيام بالعمليات التنشيط بها وكذلك عند تنمية وتخطيط المناطق السياحة المستحدثة، هذا بالإضافة إلى أهمية مراقبة النتائج وتحليلها مما يحقق عنصري الكفاية والجودة في الخدمات السياحية المقدمة.

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- 5- Overcome financial problems facing tourist investments in Egypt by imposing lower interests upon tourist loans.
- 6- Unite different authorities involved in or indirectly related to tourism into one central body responsible of tourist licensing, supervision of different tourist investment lands, studying investment marketing activities either nationally and internationally and finally issuing a comprehensive guide – book including different decisions and laws concerned with organizing the tourist business in Egypt.
- 7- Improve efforts of governmental tourist offices abroad by developing their financial and man resources to be able to face the international competition and the continuous changes taking place into tourism markets.
- 8- Increase the financial funds directed to different forms of promotion and facilitation in tourism markets in order to maximize the net profit of tourism by attracting high level tourism demand.
- 9- Re – organize the tourism pricing policy in Egypt taking into consideration many scientific factors and the international competition.
- 10- Determine different influential factors affecting both tourists and tour operators' buying decisions such as services' prices and quality, Egypt's tourist image and the efficiency of promotional and marketing campaigns.

- 2- Determine the adequate standard of tourist services in each region according to the level of the prospective tourist.
- 3- Set scientific marketing strategy in each tourism market. Thus, inventory of tourist resources is considered one of the primary stages of gathering data which leads to establishment a comprehensive tourist policy in Egypt generally and in every tourist region particularly due to different attributes of tourist resources needed to be conserved from any form of damage in the future (Weaver and Oppermann, 2000).

Recommendations

- 1- Identify and select the prior markets to Egypt according to scientific researches and forecasting and fulfill deep studies upon these markets.
- 2- Improve the Egyptian tourist product according to requirements and needs of the expected tourist demand.
- 3- Monitor and evaluate results and achievements of the tourist business in Egypt in order to overcome any difficulties or obstacles facing this critical sector.
- 4- The importance of holding regular meetings of the Supreme Council of Tourism (every three months) in order to achieve co- ordination between tourism sector and other sectors in Egypt and undertake compulsive decisions to all ministries and non- official bodies.

(3) Developing the Egyptian tourist product requires the fulfillment of a scientific inventory of different tourist resources or attractions in Egypt, natural, monumental, historical, cultural, environmental classifying and evaluating them according to subjective criteria and a qualitative international and classification system taking into consideration the competitive tourist resources and the uniqueness or importance of such resources which requires the enactment of conservation or preservation laws and following scientific planning instruction. Both strength and weakness of each resource in regard to tourism should be listed and assessed (Coltman, 1988). This, form of inventory which is restricted by both costs and time requires a scientific experience in that field.

Finally, the evaluation of the available tourist resources must depend mainly upon preferences of both actual and potential tourists. This could be identified by distributing questionnaire forms randomly among a sample of each tourism market representing around 1% of it (عبد الوهّاب، ١٩٩١). The results of this evaluation enables Ministry of Tourism to take the following tasks (Nickerson, 1996):

- 1- Determine the carrying capacity of each region which is considered one of the main limitation of tourist development.

- d- Encourage the tourist to repeat his visit to Egypt or at least recommend it to his friends and relatives by positive word of mouth.
- 2- Target audience could be exposed to various messages in order to test their effectiveness and tourists' reactions towards them.
- 3- Select the most appropriate medium according to every tourism market's requirements and wants.

Stage 3:

- 1- Select the most adequate distribution channel according to field researches.
 - 2- Prepare many advertising and publicity plans appropriate to each tourism market.
 - 3- Set public relation programs to each market.
 - 4- Compare this promotional plan with that of other main destinations in order to determine their advanced effort in the tourist fields and identify elements that could be applied in Egypt.
- s- Implement the plan and monitor the results.

Stage 4:

- 1- Evaluate the results of the communication campaigns according to the tourist traffic to Egypt.
- 2- Analyze the campaigns' effectiveness in every market according to their expenditures and benefits.

renovated annually with different data, statistics and information (عبد الوهاب، ١٩٩١)

- (2) While promoting Egypt as a tourist destination, certain scientific stages should be undertaken (Lewis et al., 1995).

Stage 1:

- 1- Economic, psycho graphic and social study of tourism markets in order to identify main, secondary and opportunity ones.
- 2- Select the adequate groups of tourists according to both quantitative and qualitative studies.
- 3- Identification of competitors' promotional campaigns such as France, Spain, Italy, Britain.

Stage 2:

- 1- Create different promotional messages directed to the prospective tourists so as to fulfill the following conditions (Postman and Jenkins, 1997):
 - a- Attract consumer's attention and make him feel that the purchase of such product could match his satisfaction and create his interest in it thus select it from all the received information.
 - b- Be honest with the consumer by translating accurate information about the Egyptian product.
 - c- Adjust tourist's experience with his expectations and needs.

- e- A study of tourists' reactions after visiting Egypt in order to identify their opinions about various components of the Egyptian product through meeting and asking customers about their satisfaction. This discussion group (focus group) leads to the collection of non numerical data or qualitative data which can be useful in measuring services performances. Such form of the study could be undertaken at different Egyptian means of exit or entrance, main tourism markets and comparing the results with these of other important destinations such as. Italy, France Spain (Montana and Charnov, 2000).
- f- A field research concerning wholesalers, tour operators, retail travel agencies (Lickorish and Jenkins) through a scientific sample in every tourism market in order to identify tourists' trends, their performances to visit only one destination or more than one. their attitudes towards repeating their tourist visits also to determine the average annual income of tourists dealing with these tourist bodies. their budgets specialized to free time activities in general and tourist trips in particular. their predisposition towards visiting distant destinations. This simple must not only include these tour operators or retailers that deal with Egypt but also that which do not include it among their tourist programs for identifying the reasons for that. Finally such research must be

destination either tourist or non- tourist ones which push tourists towards visiting or repeating their visits Egypt. This study leads the organization to the identification of potential and actual tourists negative opinions about Egyptian tourist product (Best, 1997).

- b- Deep study concerning market segmentations such as geographic, socio-demographic, psycho graphic and behavioral ones which affects the tourist's decision about selecting the destination. Also, different laws enacted at the origin restricting the travel abroad such as financial or time limitations and the relationships between these origins and Egypt (Weaver and Oppermann, 2000).
- c- Collection of data about different tourism markets. primary, secondary and opportunity ones, either internally through observation, surveys contact methods such as mail, questionnaire, telephone interviewing, personal interviewing, on line (Internet), or externally represented by data collected from other sources, forms of public sector, tour operators, travel agencies hotels – etc (Kotler and Armstrong, 2001).
- d- Prediction of the market's changes in the future such as its growth, number of both new consumers and customers intending not to visit Egypt once more changes in economic, demographic, social and political developments as well as new advances of technology.

all the employees of different levels even though the back staff who has no or little contact with customers. These internal customers (employees) are connected to the service delivery process as their input will certainly have a great effect upon the front house staff 's ability in delivering quality product (Maylor, 2000).

Finally, the researcher suggests that in re-organizing the Egyptian Ministry of Tourism, only four departments must be formed:

- 1- The department of researches and planning.
- 2- The department of tourist information and promotion.
- 3- The department of tourist facilities.
- 4- The department of tourist legislation

These four departments will be responsible of accomplishing scientifically the following tasks:

- (1) On studying tourism markets, Ministry of Tourism must concentrate its efforts upon two kinds of customers: the final consumer represented by the tourist and the intermediaries represented by tour operators and travel agencies that play an important role on persuading the tourist in visiting a certain destination this could be undertaken by studying different aspects and opinions of both tourists and intermediaries through the following steps:
 - a- A study of tourists' mental maps known as tourist images of different components of Egypt as a tourist

and had been previously mentioned. Thus Ministry of Tourism in Egypt will increasingly be looking for employees with high skills capable of operating the new technology such as Internet marketing and database operation. This could be achieved through three main choices: employee training, self managing teams and pay for performance (Hill and Jones, 1998).

- 1- **Employee Training:** Training is seen as an effective instrument in upgrading employees skills and improving the firm's efficiency. These training programs have three components: first, rotating employees through different departments of the ministry. Second, through off the job training. Third through correspondence courses which costs are paid back by employees after the completion of these courses.
- 2- **Self – Managing Teams:** This means that every employee in the organization must feel that he is a decision – maker rather than a decision – taker resulting in self managing teams (Rust et al., 1994). Each team comprises five to fifteen employees who learn all team tasks and produce an entire product. It was reported that these teams result in employees' satisfaction, thus raising the quality level and increasing the ministry's savings due to the elimination of supervisors.
- 3- **Pay for Performance:** Bonus pay and rewards encourage employees to co –operate with each other, thus achieving productivity and quality goals. This must be applied upon

As a result of the international aggressive competition and the continuous changes in the tourist trends, the Egyptian Ministry of Tourism must apply the marketing trend in its management by fulfilling the following requirements (عبد الوهاب ، ١٩٩١).

- 1- Identify and select the primary tourist markets according to the scientific researches and forecasting.
- 2- Create a close communication system with these markets.
- 3- Develop and improve the Egyptian tourist product according to requirements of the forecasted demand.
- 4- Monitor and evaluate the results in order to match both tourist product and demand.

In achieving these tasks many requirements should be undertaken: identifying the available resources, managing them according to efficiency and effectiveness principles and analyzing them scientifically, determining the ministry's objectives quantitatively and qualitatively. Also it must be taken into consideration that the ministry's employees must work systematically and complementally as a team work without being restricted with specified roles of any of them in order to accomplish an entire work.

Accordingly, human resources would play a significant role in the service quality and tourists' satisfaction as they are increasingly seen as instrumental in achieving competitive advantage due to different international factors that face tourism

Only one official answered that the ministry studies opinions of international tour operators dealing with Egypt.

The researcher stresses upon the importance of studying mental maps of both citizens not visiting Egypt and tour operators not including Egypt among their programs .

13- Studying tourists' reactions after their visits to Egypt:

All the officials agreed that the ministry used to study tourists' reactions in the past by analyzing the questionnaire forms distributed in airports, hotels, tourist sightseeing, but now they only study reactions of the ministry's guests.

14- Raising the levels of employees working in the tourism sector:

This is fulfilled by different training programs organized either internally or externally through Department of Training in the ministry and also through attending lectures of international tourist organizations as well as scholarships offered by other countries.

15- Monitoring the efficiency of tourist establishments in Egypt:

This is achieved by employees of the ministry with arresting certificate who evaluate the performance of these projects according to different criteria and conditions previously set. In the case of breaking these conditions, the situation is turned over to the court.

The researcher found that these sites offer sufficient and reliable information about different tourist services and faculties. means of transportation – etc, which reflects the ministry's intention towards renovating its promotional tools to face the aggressive international competition.

11- *Qualifications necessary to be fulfilled in employees working at tourist offices abroad :*

These qualifications could be listed as follows: good outward appearance, sociable, reliable personality, not less than five years experiences in the tourism field and finally fluently speak the language of the country which the office serves.

The researcher doubts that each employee working in these offices fluently speaks the language of the country he serves. Besides that, these offices (which are counted by 18 all over the world) rarely offer precious information about tourism markets .

12- *Studying Egypt's tourist image:*

- Evaluating all what is written or mentioned about Egypt in different international media.
- Analyzing different effects of familiarization trips organized by the ministry.
- Governmental warnings concerning visiting Egypt for safety reasons.
- The increase of number of tourists visiting Egypt from each market .
- Reports of tourist offices abroad.

As it has been mentioned before, promoting Egypt is a united mission which requires the participation of different governmental and private bodies.

9- Stages of promoting Egypt as a tourist destination:

- Studying tourism demand in each tourism market.
- Studying prospective changes of the tourism trends in these markets.
- Establishing tourist offices abroad.
- Accomplishing publicity and promotional campaigns in these markets through specialized international companies.
- Increasing the financial resources directed to these markets due to the increase of the tourist flow generated from it to Egypt.

It could be easily concluded that Ministry of Tourism does not fulfill the four scientific promotional stages which would be discussed in the next part .

10- Tools of promoting Egypt:

It depends on the traditional tools such as brochures, advertisements in newspapers and specialized magazines, familiarization trips, international exhibitions and festivals governmental tourist missions, seminars and tourist lectures. Recently, Ministry of Tourism began to use the Internet in Promoting in Egypt represented in 6 sites at the Internet.

does not fulfill deep studies about the tourist himself which would be covered in the next part of this research .

7- Criteria for identifying main tourism markets to Egypt:

Determining these markets depends upon the number of tourists generated to Egypt from each market which must exceed 100.000 tourists annually and the competitive efforts in these markets which may affect Egypt's tourist future. Only one official answered that the ministry still applies the quantity concept and not the quality one.

Ministry of Tourism must rely upon the tourism expenditures of each market and the difference between expenditures spent in Egypt and these spent in the tourism markets to attract tourists such as the marketing campaigns, taking into consideration other expenditures necessary in serving tourists in Egypt such as the accomplishment of tourist projects and infrastructure.

8- Other ministries' participation in the promotional expenditures abroad:

Historically, the Egyptian Union of Tourism Chambers specified certain financial resources directed to tourist offices abroad to fulfill its activities and also to promotional campaigns in certain tourism markets, but now its participation could be noticed through holding different exhibitions abroad.

including representatives of these sectors and different associations.

It is quite well known that meetings of this council are rarely held which negatively affects the accomplishments of the required co-ordination.

5- Sources of studying tourism markets:

On studying tourism markets, Ministry of Tourism depends mainly on the following sources:

- Studies of tourist offices abroad.
- Researches of the specialized department at the ministry.
- Studies issued by international tourist organizations.

Only three of the interviewed officials answered that in addition to the previous mentioned sources, the ministry relies upon different information available on line (Internet).

It could be noticed that the ministry depends mainly upon the internal data and no one referred to the applied methods in gathering these data. It does not care of collecting data from other external sources such as tour operators, hotels etc.

6- Different aspects of tourism markets studies:

All the officials agreed upon studying the consumer (tourist) socially, economically, culturally and psychologically.

It is concluded that the ministry is not interested in studying the second type of consumers (tour operators), also

Mainly, the ministry in identifying these areas depends upon the number of tourists visiting these areas, then upon the availability of infrastructure and means of transportation. Generally speaking, prior areas that are subject to tourist developments in Egypt are: Gulf of Aqaba, Red Sea Coast, Luxor, Aswan and other new areas such as New Valley and Siwa.

While identifying these areas, the ministry does not make an inventory of different tourist resources available in Egypt, evaluate and classify them. This could result in determining the most significant tourist regions in Egypt.

3- The prediction of the tourist demand in Egypt:

In predicting the tourist flow to Egypt, Ministry of Tourism studies the annual increase percentage of tourists visiting Egypt from each tourism market. This enables it to estimate number of rooms required to match the expected tourist flow.

No attention is paid towards estimating different services necessary to fulfill requirements of the prospective tourist demand such as infrastructure projects, new employment and financial resources necessary for training and qualifying them.

4- Co-ordination between tourism and other sectors in Egypt:

The Supreme Council of Tourism which includes the Egyptian ministers and main tourist officials is responsible of achieving co-ordination between tourism and other sectors in Egypt. Besides this council, There are technical committees

Results and Discussion:

1- Evaluating the effectiveness of tourism plan in Egypt:

Tourism development plan is monitored and evaluated twice a year according to its achievement of the set objectives. Regarding the promoting plan, it is evaluated due to the following aspects:

- The increase of the tourist traffic to Egypt and its convenience with the predicted tourist flow generated from each tourism market.
- Analysis of different international articles written about Egypt.
- Evaluation of achievements of governmental tourist offices.
- The increase of the number of tour operators dealing with Egypt .
- Analysis of complaints or praises statements received from E.T.A's guests visiting Egypt.

The researcher notices that while evaluating the efficiency of tourist plans, the ministry is not interested in monitoring the negative impacts that may result from fulfilling these plans. Also, It still depends to a great extent upon the quantity concept and not the quality one as a standard measure .

2- Determining areas in Egypt having the priority in fulfilling tourist development projects:

Ministry of Tourism. This resolution was followed by others in 1971, 1976 and finally 1981 which still organizes the tourism sector in Egypt.(Abdel Rahman, 1999) .

Nowadays, Ministry of Tourism in Egypt presides of three main authorities: Egyptian Tourism Authority, Tourism Development Authority and the General Authority of Conference Centers. NTO in Egypt consists of five main sectors including around 42 departments: Sector of Minister's Affairs, Sector of Research, Planning and Ministry's Properties, Sector of Travel Agencies and Bazzars, Sector of Hotels and Tourist Villages and finally Sector of Financial and Administrative Affairs. (وزارة السياحة، ٢٠٠١)

Interviews were conducted with ten of the main officials at Ministry of Tourism, Egyptian Tourism Authority and Tourism Development Authority using a questionnaire form. These officials were: Minister's Expert for Planning at Ministry of Tourism, Manager of Planning Sector at Ministry of Tourism, Manager of International Relationships Department at Ministry of Tourism, Manager of Technical Office at Ministry of Tourism, Manager of Information Department at Ministry of Tourism, Chairman of Egyptian Tourism Authority (E.T.A), two experts of E.T.A Chairman, Manager of Planning Sector at E.T.A. and Manager of Planning Department at Tourism Development Authority.

either an independent ministry or a part of another related ministry. Second it may be a governmental bureau or agency responsible of tourism and a part of a larger department. Third it may be a quasi public government – funded corporation board or authority thus having a greater flexibility in managing economic aspects of tourism development and promotion. Last the national tourism organization may be a private association supported by the governmental fund and has an official form as it has the right in representing the government on an official scale tourism (Mill and Morrison. 1985).

The most common activities and responsibilities of the NTOs could be summarized as follows (Pearce, 1989):

- 1- Research. statistics. planning and inventory of tourist resources.
- 2- Development of tourist facilities.
- 3- Tourism promotion and information
- 4- Facilitation of travel
- 5- Manpower development
- 6- International co- operation in tourism
- 7- Regulation of tourist enterprises and travel

Regarding Egypt. the Egyptian Ministry of Tourism is considered its national tourist organization. It was first found in 1935 under the name of Tourism Office. It used to be under the supervision of many ministries till 1965 when a presidential resolution was undertaken concerning they organization of

- 1- Understand well what the consumer really wants or expects from purchasing such product.
- 2- Translate such understanding to adequate quality specifications and communicate it to the rest of the organization departments.
- 3- Deliver a suitable product according to such specifications that fulfill consumers' requirements.
- 4- Avoid over promising in promoting the product. In other words promise the real product specifications in the promotion strategy.
- 5- The expectations aroused by all forms of communication including word of mouth must be matched by the operation.

The Role of National Tourism Organizations (NTOs):

The national tourism organization (NTO) is the official body in any country responsible of setting and implementing the tourism policy. Tourism organizations were first created by the beginning of the 20th century in many countries such as Italy, Switzerland, France. Accordingly many other countries were interested in organizing tourism later on. NTOs differ from one country to another as there is no standard structure for them. Functions of NTOs depend mainly upon the governments constitution, economic considerations, the government's status offered to tourism among other productive or service sectors in the country (عبدالوهاب، ١٩٩١). First, NTO may be governmental

- Competitors are always trying to innovate new trends in their products in order to attract much more customers. resulting in the competitors' copy of these innovations thus becoming, the norm in tourism.

In general, satisfying consumers' needs is considered the ultimate objective of the organization that could be influenced by four gaps and a fifth one which is the summary of the four gaps. These gaps could be summarized as follows (Postma and Jenkins, 1997):

- Gap 1: There is a gap between the consumer's real expectations and the organization's perception about these expectations (Misunderstanding).
- Gap 2: Differences between the consumer's expectations and what has already delivered or produced. Here the management knows well that the consumer wants but sets inadequate product specifications.
- Gap 3: Differences between the adequate quality specifications and what is already delivered.
- Gap 4: Differences between what is already delivered or produced and what is promised in the marketing strategy.
- Gap 5: differences between consumer's expectations and perceptions about the product or service.

Depending upon these five gaps, five positive policy conclusions could be recommended (Powers, 1997):

Thus, studying consumer's perception is a vital component in the quality concept. This could depend upon two main sources (Takeuchi and Quelch, 1985).

- **Internal sources:** These are represented in the organizations' or company's customer surveys, interviews with potential customers, reports from salespeople and field experiments.
- **External sources:** These represent other sources, other than these of the organization itself, such as pollsters, government agencies and the news media. Such sources are considered valuable guide in identifying the societal attitudes.

This does not mean that studying consumer's perceptions could be simply performed, as it is considered a difficult task due to three main reasons (Takeuchi and Quelch, 1985):

- A consumer rarely says or declares his requirements of quality. On the other hand, he complains usually in generalities from the poor standard of products.
- Consumer's perceptions and priorities change always overtime.
- While evaluating quality of the product, the consumer compares it with the competing products.

It should be noted here that tourists' expectations concerning tourist products or services have risen over time due to the following reasons (Swarbrooke and Horner, 1999):

- 2- Evaluate performance of Egyptian Ministry of Tourism according to the quality concept.
- 3- Provide some scientific methods in performing and managing tasks of the Egyptian Ministry of Tourism.

The Quality Concept:

Quality implies error free. It can be defined from two points of view the internal and external (Maylor, 2000).

1) Producers' point of view (Internal): From the firm's or organization's opinion, quality could be achieved by setting special standards or specifications for the product with minimum defects. Dittmer and Griffen (1984) state that "standards may be defined as rules or measures established for making comparisons and judgments" and that "quality standards refer to the degree of excellence of raw materials, finished products and by extension work". As quality standards are identified, the product quality could be easily examined or measured according to its comparison with the quality standards previously set before (Coltman, 1990).

In well managed hospitality operation, an appreciated person such as the general manager sets the quality standards of the products which are specified according to needs, wants, desires of actual and potential consumers. These requirements could be determined by executing market research and translating consumer's desires to specified standards compelled by different departments of the organization or the company.

Regarding suppliers, ITs offer them a precious opportunity to interact with consumers and communicate them to develop their presence. manage and distribute their products on a global scale. "Companies which had already used technology in the past will have the advantage to continue this in the future and introduce new technology in their strategies which distinguishes them by a competitive advantage" (Bruce, 1991).

Accordingly, it is important for destinations to differentiate themselves successfully. In particular, destination organizations need to achieve competitive advantage by providing a quality service product using the philosophy of total quality management (TQM).

Importance of the study:

This study discusses the quality management of National Tourist Organizations (NTOs) through explaining the quality concept, studying functions of NTOs, evaluating efforts of Egyptian Ministry of Tourism. Thus, the importance of this study is to provide a quality strategy in managing Ministry of Tourism in Egypt in order to achieve its desired tasks.

Objectives of the study:

- 1- Study the importance of Quality Management System in different tourist establishments especially in NTOs to face different new changes in the international tourism markets.

consumers and organizations in different fields. No body can neither estimate the accurate number of people connected to the Internet nor the number who buy products electronically. Generally speaking, it is estimated that by the year 2005 electronic commerce will dominate (Buhalis, 2000).

Regarding tourism, ITs – an amalgamation of computing, communications and electronics – play a significant role in transforming information among clients, intermediaries and suppliers resulting in a great effect on both of demand and supply. Consumers, representing tourist demand, could gain accurate, reliable and quick information about destinations' heritage, resources, social, historical and economic structures, which enable them to package their own bundles of tourism products according to their needs, wants and tastes. Besides that, ITs enable travelers to make their tourist reservations in a friction of cost and time. They rely completely upon these information obtained from ITs since they do not have they chance to pretest tourist products or get back their money when the are dissatisfied (O'Connor, 1999). Thus consumers' satisfaction will highly depend upon the accuracy and up-to-date of information obtained from ITs especially the Internet about tourist products and their components in different destinations. It is found that users of the Internet are usually well educated professionals, experienced travelers with higher disposable income and higher propensity to spend upon tourist products (Buhalis, 2000).

sell them all over the world under a brand name. Accordingly, the destination may be reputed for its uniqueness of its natural or man-made attractions, but not for its services such as hotels or restaurants which are owned and operated by foreign organizations resulting in standardized services. This is considered a form of globalization. (Go and Houtinho, 2000).

Globalization could be defined in a number of ways "the extension of traded goods into global markets or the expansion of exports and imports and the import of capital equipment. Also, political, economic and technical developments are transforming the world into a conglomeration of interconnected and interdependent nations, economies and people". (Ross and Johns, 2001).

Globalization may have many effects upon travel and tourism such as low costs of air travel and accommodation services, economic prosperity in developed countries, the increase of free time and different technological forms. On the other hand, globalization may have negative consequences upon the less skilled workers in all nations who will suffer from decrease in their wage level and certain working conditions (Ross and Johns, 2001).

One of the main forms of globalization is the development of information technology (ITs) by the beginning of 1990s especially the introduction of the Internet and World Wide Web (www) which had resulted in a new era of human communications and revolution in interactivity between people.

Quality Management of National Tourist Organizations

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Introduction:

Tourist sector has grown up so rapidly since the end of the Second World due to the occurrence of different factors, such as technological developments, the rise of popularity of package tours since the early 1970s. Mass tourism development and mass marketing development resulted in an increase in the competitive international tourism services. Nowadays, tourism is known as one of the largest industries that plays a significant role in different economies of many nations all over the world and occupies the largest number of employees. It is estimated that its growth will continue during the following decades due to the increase of leisure time (O'Connor, 1999).

Recently, many changes have occurred in tourism such as the increasing homogenization of customers with similar needs and lifestyles who demand high level services and holidays customized to their individual preferences. Also, the domination of certain manufactures who produce standardized products and