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CREATING A SUSTAINABLE DEVELOPMENT STRATEGY IN AN INDEPENDENT HOTEL, HURGHADA, THE RED SEA

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Abstract

This research tackled a problem concerning hoteliers in Egypt. Their main priority is generating income from foreign currency and job creation, instead of implementing or understanding sustainable development in their operations.

The research was limited to small and independent hotels' adoption of sustainable development practices in their functions and activities. This study examined how small and independent hotels in the Red Sea could implement environmentally sustainable practices in hotel operation. The conceptual framework consisted of sustainable development in hospitality and hotels theories and stakeholder and corporate social responsibility perspectives.

The research aimed to create a sustainable and environmental development strategy in Hurghada independent hotel in the Red Sea. The research objectives were to identify the critical sustainable development principles in hospitality operation in the Red Sea, and their benefits for the hotels and apply them into hotels operations.

The research method of the study was participatory action research supplemented by a qualitative approach incorporating observation, semi-structured interviews. Findings revealed that there were limited sustainable practices in hotel operations. The high cost of implementation was the main element for lack of sustainable practices in independent hotels, and there were need for government financial and education assistance, expert's advice and hotel associations guidelines.
The success of this study could contribute to adoption of practices by hoteliers and policymakers in their effort towards sustainable development functions.

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1   INTRODUCTION

1.1   Research background

The travel industry has played a significant role in the Egyptian economy, attracting foreign currencies, creating jobs and businesses among locals, and assisting with reducing poverty. The Egyptian economy has benefited from tourism, generating 374.6 billion Egyptian pounds and 11 per cent of the GDP in 2017 (StatistaResearch Department 2019). Egypt's shores and weather are astonishing, and the Red Sea is a standout amongst other scuba-diving and beaches destinations on the planet. The Red Sea coast is one of the most remarkable territories that pull in tremendous quantities of tourists every year, situated in huge part on its interesting and delicate environmental and marine condition. The travel industry improvement and development on the Red Sea coast started in the eighties as isolated sea-side towns without an earlier coordinated arrangement for the entire district. This improvement caused numerous issues, mainly marine and environmental issues. Unpublished research by the author identified the disappearance and the reductions of variety of sea habitats and species. The findings of that research were confirmed by interviewing and questioning marine experts and professional divers from the area between 2005 and 2010 (Ali 2010). At present, the travel industry development including hotels stretches out around 30 km north of Hurghada and almost right to Safaga city south, around 100 km. This part is a thickly populated with seafront hotels and resorts and the development of this territory gave no or little attention to environmental, social effects and local economy.

It is important to restrict utilization of natural resources and assets, limited visitors number, and buildings size, by controlling the travel industry development dependent on mass travel plans and extending to luxury tourism for accomplishing sustainable development necessities. There is a need for a sustainable development system to be applied to the travel industry, particularly to hotels.

1.2   Motive

Currently, the world is confronting environmental issues, such as climate change, pollution, excess use of resources and waste problem. Hotels, as a major aspect of the travel industry, effect on the environment. We need to address this issue as part of the hotel industry operational efforts.

Most of the hotels in Hurghada focus exclusively on trade profit and employment creation and ignoring the environment and accepting the fact that they do not do harm to the environment (Mensah 2014). By implementing sustainable practices, hotels might have the option to improve lives.

Small local hotels are generally less environmentally active than the ones belong chains. Applying sustainable development practices, for small and medium size (SMS) hotels, requires the dedication of the hotel management and the owners to gather information occasionally to implement it to a sustainable management strategy. The author has been working and connected to the travel industry in the Red Sea since 1991. During that period, the author has built connections and great relationships with locals and small business. The author has witnessed a great degree of change in the area since 2008, which has affected the locals and the local economy.

1.3   Commissioning company

Sylvia Tours Egypt is the commissioner for the thesis, an incoming tour operator trading in Italy, Oman, Greece, and the company headquarter is in Egypt. The company was established in 1992. The company is proud of its main strength, 100 travel professionals who helped the company to achieve over 70 travel awards. The author has a long-established relationship and business partnership with Sylvia Tours for the last 25 years, was the reason to choose Sylvia Tours as a commissionaire for the thesis. Sylvia Tours commitment and desire to sustainability is an excellent drive for them to commission the author for this research. Sylvia Tours is also a member of Egyptian and international travel association (Sylvia Tours 2020). Sylvia Tours is in a partnership with a large number of hotels in the Red Sea area and internationally. That partnership gives Sylvia Tours the access to apply a sustainability strategy for these hotels. Sylvia

Tours and the author find the opportunity to encourage, support and implement a unique sustainable development strategy into these hotels. The opportunity occurs to create such an approach by partnering between the commissionaire and the author, which will be benchmarked internationally.

1.4   The research aim, the objectives, and the research question

Research aim. The thesis aims to create a sustainability and environmental development strategy in Hurghada Hotels Red Sea Area to gain economic, social, and environmental success and benefits for the organizations (hotels) and locals directly or un-directly.

The objectives of this thesis are to develop a procedure for the management of hotels to achieve the following:

Research objective 1*:* to identify the key sustainable development principles in the tourism operation in Hurghada red sea hotels area.

Research objective 2*:* to apply the key sustainable development principles into hotels` operation in the Red Sea area.

Research objective 3: to recognize the benefits of executing sustainability practices.

The research`s question: How to create and to pilot a sustainability and environmental development strategy in Hurghada hotels Red Sea area?

By conducting this research, the author will provide the answer to the research question and understanding of the effect of the sustainability strategy, which could benefit hotels and the community. The major problem is that most of local brand hotel managers and owner are focusing solely on attracting foreign guests to the region and providing more employment opportunity and ignoring sustainability. Sustainability is one of the newest and fastest expanding trends in the hospitality industry.

1.5   Case study location and the hotels case study

 Since we found no published article or research describing the history, life and location of Hurghada and its communities, we relied on collecting primary data through fieldwork visits' observations and interviews as there is no information, where available. The area is back to 3000 years old according to local guide through personal contact and visiting the remains of an ancient Roman city near Hurghada. In the mid-eighties the Red Sea area is started to be developed as a resort and tourists' attraction by huge private investment. Twenty years later Hurghada, Red Sea become a well-known tourist's destination. Hurghada is situated on the Red Sea shore and stretched around 100km north of the city of Safaga, 395 km South of Suez. Figure 1 shows Hurghada in the Egyptian map.

Figure 1 Egypt map (Tour Egypt 2019)

The author has access to four local branded hotels. They are in nearby each other's and around 12 KM distances from each other. They have the same description and characters, table 1 explains these standard description and characters for these hotels. The author chooses to identify each hotel by letter as the hotels management and the author agree not to disclose the name in the research. Hotel AM ownership and management has changed in January 2020 just before the research, and the action plan (strategy) come to an end. However,

the author applies the strategy in the hotels between April 2019 and March 2020, which will be included in the findings part of the research. Table 1 below explains the participant hotels.

Table 1 The participant hotels

Hotel character	AM	SN	TP	HW
Management and ownership	Family owned and managed	Family owned and managed	Family owned and managed	Family owned and manged
Number of employees	155 employees	139 employees	210 employees	170 employees
Number of rooms	315 rooms	279 rooms	465 rooms	367 rooms
Hotel facilities	All-inclusive, beach front, 3 swimming pools, gym, aqua park, 5 restaurants, 5 bars, 5 stars	All-inclusive, beach front, 1 swimming pool, gym, aqua park, 2 restaurants, 3 bars, 4 stars	All-inclusive, beach front, 5 swimming pools, gym, aqua park, 6 restaurants, 7 bars, 5 stars	All-inclusive, beach front, 3 swimming pools, gym, aqua park, 3 restaurants, 3 bars, 4 stars

1.6   Research method

Researching sustainability in tourism and hotels must deal with challenges to find appropriate research strategies. These challenges emerge in view of the various data required to analysis the idea and the data; some may require qualitative factors while others require quantitative ones, to assess the economic, social and environmental sustainability of the travel and hotels industry.

This research aims to introduce and establish a sustainable development strategy in hotels. Looking at all-encompassing (aspects of the study) and inside out

comprehension of the complex issues, a *qualitative method* was embraced in this research to address the primary research questions and accomplish the objectives of this research as well as action research.

The research focuses on observation as the primary data collection in the research. The researcher uses open end, semi-structured interview with the front-line hotel manager. Online workshop and education session to were held by the researcher to introduce the strategy.

Sustainability development frequently makes individuals needing a change and they need substantial research and confirmations to give answers and solution for sustainable development issues. Action research offers these required arrangements and evidence as it provides viable and sustainable change, arranged interventions, and it guarantees the progressing change. The values of sustainable development are comparative with the values of action research (Zuber-Skerritt 2012, 6). The primary objectives of action research are to improve understanding and practice. The outcomes from action research are about useful prompt enhancements during the exploration procedure and after the procedure. (Zuber-Skerritt 2012, 8). Action research focuses on a change, and the researcher is associated with the change. Regularly the researcher is an individual from the association. Action research requires that the researcher has a sustainable amount of data about the research issue, in light of the fact that the researcher must characterize and define the issue, see the required measures as taken and execute the change (McTaggart & Kemmis 2007).

As the author of this research is connected and associate the hotel management (through the commissioner company), the author is a suitable researcher for this method. Action research has four unique stages, and those are planning, acting, observing, and reflecting. At the planning stage, the issue and circumstance are investigated, and a strategic plan is created. Implementing the plan is done in the acting stage. At the observing stage, the action is assessed utilizing suitable strategies lastly at the reflecting stage, all the past stages, action and research process and the outcomes are reflected just as the learning results (Zuber-Skerritt 2012, 10-11). As the aim behind this thesis is to create a sustainability and environment strategy in a hotel in Hurghada, the Red Sea, which is an

indication of functional changes have been made during this study, action research was selected as the research method for this thesis. The creation of the strategy required numerous observations on the process and a portion of the process must be changed to the more sustainable, environmentally friendly direction. The researcher was engaged with various phases of the processes and executed the necessary changes.

Qualitative research is required in every development research. In qualitative research, words and sentences are utilized, and the object is to depict phenomenon and give a sound understanding (May 2002). In qualitative research, the aim is to discover, what are the reasons and factors, which impact on the research problem. It additionally covers the implications and meanings of the depicted issue. Qualitative research is flexible because it permits the various researcher chances to find the variables impacting on the research problem. Qualitative research, most importantly, is observing and reporting the observed material in words, not in a numeric structure as in quantitative research. The most significant data collection for qualitative time research is observation, theme interview and various reports. Observation as a data collection method is reasonable, for instance, when a change procedure is included. During the change processes, a few actions might be required to achieve the ideal objectives. The researcher does observation consistently. Observation as a data collection method is appropriate for this study, as it is a change process, and the action should be done during the change processes. Likewise, reports and documents are utilized in this research for data collection purpose. During the research journal was created, the required measures were collected to a diary, and the necessary changes were made at the earliest opportunity. The interviews, observation and actions research are clarified in the latter part of the thesis, figure 2 shows and mapping the research model adopted in this research.
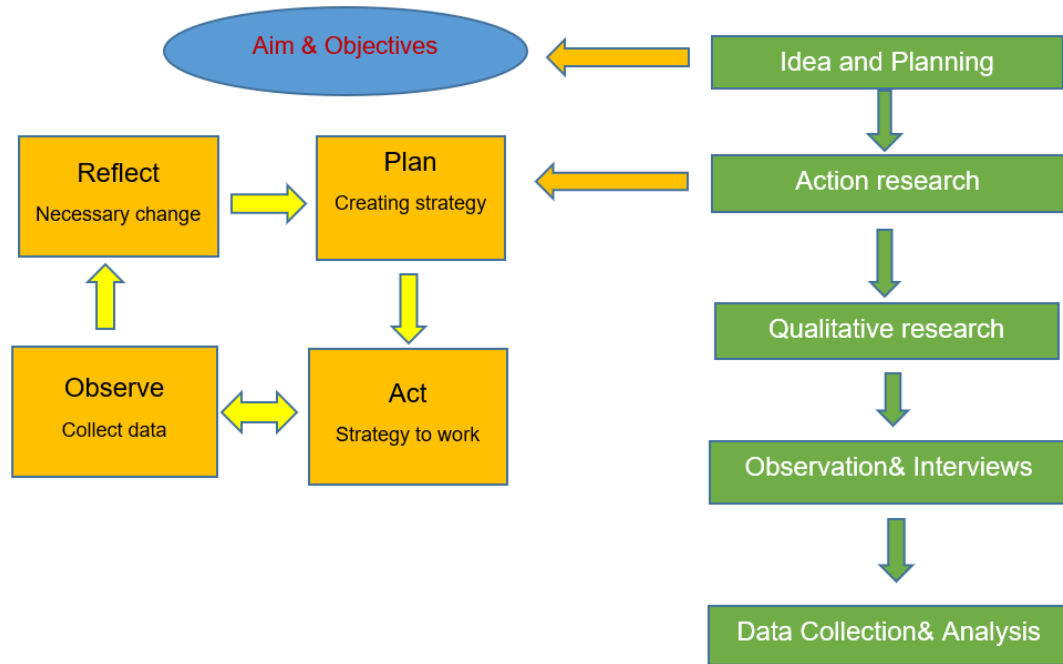
Figure 2 Research model, developed by the author

1.7   Limitation

The number of the participants (population) in the interviews were limited which cannot present every point of view in the hotel industry, however, the researcher utilized the choice based on the manager duties and experience. As these managers have over than 5 years' experience each and they were working in different hotels different period. The previous experience of the manager can now present the industry view. Still the size of the population or the participants was one of the limitations

The sustainable tourism research framework in the Red Sea is in a development stage, so it is genuinely dynamic/changeable and experiencing numerous factors as well as lack of published research. Limited time for this study, reflected in interviewing, planning, strategy implementation and individuals' correspondences. The action research, the implementation of the strategy and data quality were a significant thought, and the researcher must guarantee that data collected can be interpreted to maintain credibility.

1.8 The thesis layout

The thesis is divided into five chapters to deepening the understanding of the research`s problem, clarifying the findings and answer the research question. Chapter one; will explain the research background the aim, objectives and research question, the commissioning company, location of the study, chosen cases (hotels) and the motivation, the research methods, limitations, structure of the thesis. The final part is the conceptual framework. This chapter will help readers to understand the research problem, research question and explanation for the research methods, data collection and indication of the chosen literature. Chapter two; gives a review of the literature, identifying the idea of sustainable development (S.D). The sub-chapters separate the literature review into two parts to cover the sustainability in hospitality, hotels and the second part focus on perspectives of stakeholders and link into Corporate Social Responsibility (CSR). Chapter three explain the data collection`s method and data analysis and will list the details we obtained from the interviews, observation, and action research. This chapter provides the reader with the method used to gather data we obtained from the interviews, observation, and action research and data analysis. Chapter four; show the method of data analysis and findings from the research and the trustworthiness of the research.

Chapter five; gives a conclusion associating the information from the theoretical framework with the empirical findings. This chapter ends by some suggestions made to hoteliers, policymakers and for future research, focus on the formulation of the action plan/strategy (implementation) and It gives practical proposals to actions, explains the commitment of this research. Finally, the research will provide the criteria for judging qualitative research credibility, transferability, dependability, and confirmability.

Figure 3 below shows the layout of the research.

Figure 3 Thesis layout, developed by the author

1.9 Conceptual framework

The conceptual framework consists of main and subparts. The main part focus on the sustainability development follow by and connected to the sub-parts, which linked into the main issues, the sustainability development in hospitality and hotels. And the final part discusses the perspective of stakeholders and CSR. Figure 4 below explains the conceptual framework.
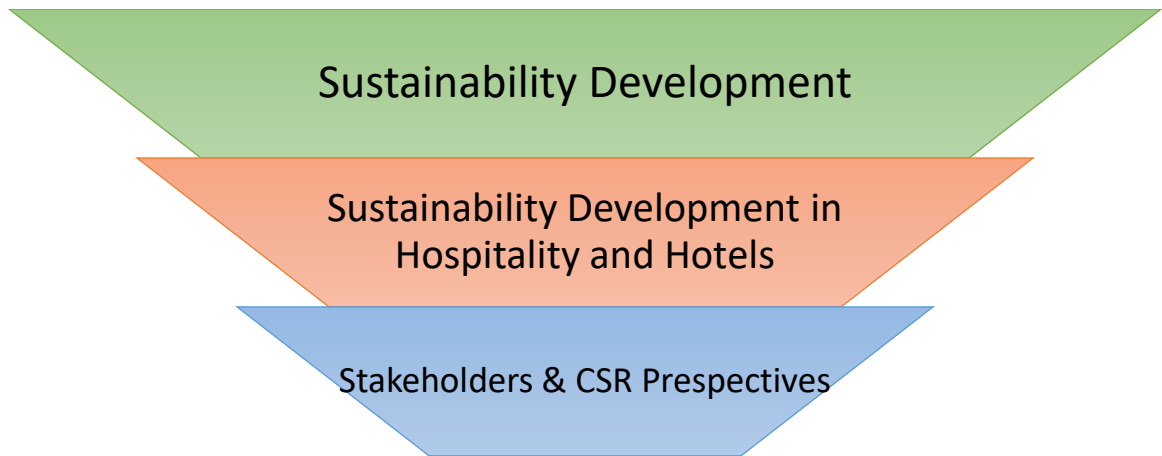
Figure 4 Conceptual framework, developed by the author

2   SUSTAINABILITY DEVELOPMENT

The literature review presents the key ideas of sustainable development and its relationships to hospitality and in the hotels' industry as well as stakeholders perspectives and corporate social responsibility.

2.1   History of sustainable development

Sustainable development is the progress and the human improvement that provide the present need without undermining the future human needs. Brundtland Commission of the United Nations explains; it today needs and the future need with no compromising. This understanding stays relevant until the current day; however, each specific industry could change the expression to its own words. Subsequently, this implies for the hotel's industry could reword the definition as meeting and accomplishing the desires of guests of the hotel, without purposefully giving up or devastating the need for future generation (Sheenan 2007). As far as the hotel industry or in broader terms the global travel industry, the issue of sustainability, its practices and its development has been the objective of urgency from the public in an ongoing couple of decades. Specifically, the hoteliers and the worldwide hotels' brands have been considered as one of the biggest reasons for the consumption and abuse of natural assets

and the biggest of global pollution, and ultimately as the organizations, which utilize poor waste management practices (Cavlek 2002).

During the recent decades, virtually hotels businesses have been turning out to be increasingly more effectively concerned about the environmental, economic and social effects that hotel operates on the certain country or a region, yet concentrating on the worldwide view and prosperity also (Goldstein & Primlani 2012). It`s just because of the continuous pressure from the public, the hospitality industry over the world is changing their mentalities, yet because sustainability is seen by hotels proprietors as the method for decreasing expenses and along these lines boost of profits.

Indication shows that the principle of sustainable development in the hotel industry was in the beginnings of the 1990s when the trend of giving more satisfaction from suppliers to clients was theoretically presented (Tzschen 2008). The idea of general sustainability has initiated by the United Nations commission. This official publication together with the official Earth Summit in 1992, caused different developments in a wide range of industries over the globe. Specifically, the green movement in the accommodation business was introduced to by the presentation of different green initiative certificates and sustainable certification programs.

The world first totally sustainable and environmentally friendly hotel was built up in the year 2008 (Fukey & Issac 2014).

Besides, the InterContinental Hotel Group (IHG) is accepted to be the main hotel chain to present a lot of rules for hotels wishing to get sustainable and green, where they proposed the "innovation hotel" model, in light of the use of sustainable and clean energy sources for the activities of the hotels (Pizman 2008).

2.2   Sustainability in the hospitality industry

The hotels and hospitality industry are significant contributors to worldwide pollution, starting with the global hotel's chains right down to the family-operated hotels. Furthermore, the circumstance in developing nations is the same. Indeed, in developing nations the extreme utilization of unclean energy sources, water, or

unnecessary waste, enormously contribute negatively not just to the local environment, yet to the whole world also (Fukey 2014). Sustainability will be one of the key variables for the hotels and hospitality industry. With the consistently increasing on pollution, greenhouse gases, hospitality businesses will be either intentionally or forced to change their operation into sustainable ones. The resources, regardless of whether depletable or nondepletable, that are frequently crucial for the accommodation industry to work; oil, electricity, water, are getting progressively rare every year. In the event that the general public and the businesses keep on going down this route, the harms and cost that would result and emerge from the environment devastation would be great and along these lines will have in the long run an extremely impacts on the worldwide economy (Lansig and de Vries 2007). For this explanation, the organizations working in the hospitality ought to rethink their operation plans and about the future of their hotel brands. It is fundamentally and critical to turn out to be less dependable on the assets that can be misused, where are zero remaining, or become less reliant on energy sources that are increasingly costly. One more motivation behind why the hospitality is ought to become sustainable is the pressure from the shareholders too. Increasingly, typical for investors to invest in organizations that are environmentally or are not destructive for the environment. In this way, the hospitality business comprehends, protecting the environment, they are ensuring their organizations protecting too (Esty and Winston 2009). Accordingly, it is significant for hotels to keep up sustainable development all through their business operations and show up environmentally friendly to the public, to keep up a positive repetition and not lose the trust of the customers and the investors. In this foundation, sustainability and environment are a key part of business operations. It is opportunities for competitive advantages.

Hospitality plays key role travel and tourism industry. Recently, hospitality faced pressure from governments, who expected organizations to execute techniques, to diminish the carbon emission (environmental efforts) (Zurburg, Ruff, and Ninemeier 1995). Hotels traditional operation`s strategies increase their expense and costs (Enz and Siguaw 1999) additionally create a great deal of misused material. As the more recognition of sustainability by the public, the adoption for the practice by hospitality will increase.

Accordingly, the term sustainability has progressively utilized and used across numerous backgrounds in late decades and somehow it is used to mean everything to all individuals yet, it is our basic world social legacy (Gruber 2012, 13), the thoughts supporting the idea of sustainability positively have a long history. It gives a brief of the authentic roots and development of the idea of sustainability and hopes to illustrate how the possibility of sustainability advanced during that time as a counter to thoughts of progress (Du Pisani 2006, 83). He closes by contending that the foundations of the idea of sustainability can be followed back to old-time, as the rise in utilization of wood, coal and oil could be exhausted especially after the Industrial Revolution, and the seriousness and danger of limited assets helped consciousness of the need to utilize assets in a sustainable manner. Thoughts that present people, in the future probably won't have the option to keep up their expectations for everyday living needs, invigorated method of reasoning that would illuminate talks which arranged the path for the rise worldwide reception of sustainability (Du Pisani 2006, 87). Recently the terms sustainability started to get significantly more consideration across the boards, particularly from the 1980's onwards following the distribution of the Our Common Future (World Commission on Environment and Development 1987). Expanding concerning for sustainability presents worries about significant difficulties and issues confronting societies, environment, and economies at limited and serious time scales. These worries incorporate proceeding with population development and urbanization and the weights this is putting on common asset utilization and food supplies; environmental change; developing degrees of contamination (pollution), and water uses pressure, the expanding shortage of water assets in certain zones of the world. In principle, the idea of sustainability has gotten progressively observed as offering an expected answer to these issues. Diesendorf, contends that sustainability can be viewed as the objective or endpoint of a procedure called sustainable development. Arguably the most broadly utilized meaning of sustainable development meant is that given in Our Common Future to be specific, providing today's needs and matching tomorrow needs (World Commission on Environment and Development 1987). That said, characterizing sustainability is not clear, and there are various differentiating and challenged implications. More explicitly, there are sets of

definitions that are based around environmental standards which centre around preserving regular natural assets and securing delicate biological systems on which eventually all human life depends. Goodland (1995) for instance, explaining and characterized environmental sustainability as 'the support of natural capital' arguing that it looks to improve human well-being by saving the supply of raw materials utilized for human needs and guaranteeing that the human waste is not surpassed so as to prevent damage to human. There are likewise more extensive definitions that incorporate social and financial measurements alongside natural and biological objectives and to address human issues in an impartial way. Robinson 2003, for instance, has summed up three arrangements of reactions. First, that the idea is ambiguous in that it implies altogether different things to different individuals and associations. Clark 2005, for instance, writing in The Times paper argues without any exact significance the idea of sustainability is inconsequential. It could mean essentially anything and, in this manner, implies literally nothing. Secondly, it attracts hypocrites who utilize the language of sustainability to advance and shield impractical, unsustainable exercises. Thirdly, that encourages daydreams in that it neglects to recognize that the current paces of economic development are just impractical and it distracts not just from the need to grow better approaches for sorting out how individuals can relate with the natural world yet besides from the requirement for fundamental and broad social and political change. Without a doubt, Mansfield 2009 contended, it is striking to the degree that political issues have been worked out of the conversations about sustainability. However, various critics see the growing business interests in sustainability meagre in thinly and sceptical ploy, popularly described as 'greenwash', intended to draw in socially and environmentally conscious consumers while clearing environmental and social worries far from anyone's regular vision or in other word hide it under the carpet. So observed, the moves towards economical promoting may be described by what Hamilton 2009, as moving consciousnesses towards what is best described as green commercialization. As he sees as a methodology that takes steps to settle in the very mentalities and practices that are contradictory to sustainability and contends that green industrialism has neglected to initiate critical advances into the unreasonable idea of utilization and creation. Perhaps more profoundly

Kahn 2010 contends that green commercialization is an open door for organizations to turn the very emergency that they produce through their capital by the abuse of nature into horde surges of the new benefit and venture income. As enthusiasm for sustainability has accumulated energy so various attempts have been made to create hypothetical structures interfacing nature and society and to perceive that social, economic, and financial development cannot be seen in separation from the indigenous original habitat.

2.3 Sustainability in the hotels

Hotels nowadays give more consideration to the environment, socio-culture and economies in attention to enhance the business situation in front of guests and competitors especially many guests like to see hotels input sustainability practices (Becker 2009; Han and Back 2008). Large numbers of organizations particularly hotels right now more considerate regarding ecological/environmental practices, for instance, reducing energy use, diminishing waste and hotel industry investigating sustainability development benefits and necessities. The issue attracts attention in the worldwide hospitality industry, where organizations utilize an assortment of techniques to report sustainability (European Commission). There are various issues in and around sustainability is characterized by the hospitality and hotel business and that the business must deliver if it is to exhibit its responsibility to sustainability. All around meanings of sustainability inside the industry are general articulations and as Goldstein et. al. (2012) proposed, while different parts of the hospitality industry are moderately direct to record and interpret, sustainability has remained characteristically hard to evaluate. Legrand and Sloan (2010), for instance, followed the World Commission on Environment and Development in characterizing and defining sustainable accommodation as hospitality industry development and the management that addresses the issues and needs of the visitors, hoteliers and stakeholders without ignoring the needs of future visitors , hoteliers and stakeholders to appreciate the advantages from similar services, products and experience, nevertheless significant players inside the business itself have generally been hesitant to freely invest in an exact, and along these lines possibly measurable, definition. Overall, their ways to deal with

characterizing sustainability are inexactly framed inside progressively broad business objectives and strategies. While sustainability has become an undeniably significant corporate worry in the business world, the hospitality industry has maybe been to some degree slower to respond. Even though Sloan et. al. (2013) detailed that the hospitality industry set about consolidating the philosophy of sustainability in the mid-1900s, yet Cavagnaro and Gehrels (2009) proposed that the hospitality and hotels industry are not viewed as the most sustainability aware sector. That said only three years after the fact van Rheede and Blomme (2012) contended that the hospitality industry is beginning to take responsibility for environmental sustainability. In a comparable Vein Williams and Ponsford (2009) recognize that there is developing information concerning how to move the travel industry towards more prominent sustainability, however, contend that progress in changing from ideas and standards to pan-industry practice is limited and recommend this might be because of an absence of aggregate leadership among the travel industry stakeholders. By far most of the research and exploration on sustainability inside the hospitality industry has been initially centred around the global players in the sector and perceive considerably less known about if, and how, the smaller organizations, operators and individuals who make a significant commitment to consumer provision inside the industry are addressing sustainability. The increase in corporate responsibilities to sustainability has been joined by a developing volume of business and management research. While a great part of the early work had a solid environmental emphasises it has progressively been expanded to address numerous elements of corporate sustainability including the business case for corporate sustainability (Salzmann 2005) supply chain management (Seuring et. al. 2008); innovation (Boon & Ludeke-Freund 2013) entrepreneurship (Hockerts & Wustenhargen 2009); marketing (Hult 2011); leadership (Jones et. al. 2014); human resources management (Jackson et. al .2011); information systems (Dao et. al. 2011).

2.4 Corporate Social Responsibility and stakeholder relations for sustainability

Sustainability assumes a positive job in (CSR). For instance, incorporating environmental components into the primary social desires for sustainable development expects organizations to meet current social desires and meet desires for present and future generations (Sprungli 2005).

In his stakeholder theory, Freeman (1984) characterizes stakeholders that have interests in the organization. Moreover, he separates primary and secondary partners. Being the initial ones, those that have an immediate interest for the firm (for example investors, workers, providers, customers, lawmaker) and the subsequent ones, those are not engaged with exchanges with the firm yet can adjust or are changed by the firm (for example colleges, NGOs, social activists). Clarkson (1995) claims essential stakeholders (first or direct ones) may have similar interests while optional stakeholders may have opposite interests, producing conflict in the relationship with the firm. Nonetheless, Matos and Silvestre (2013) demonstrated that applying sustainable plans of action may generating clashing interests among essential, primary partners as well. In addition, the number of relevant stakeholders for the business, there will be pretty much immediate and indirect relations between the various partners/stakeholders (Vandekerckhove and Dentchev 2005). A few analysts like Driscoll and Starik (2004), Kolk and Pinkse (2007) and Mitchel, et al. (1997) agree in considering the environment as a stakeholder as well. However, Gibson (2012) demonstrates the environment is excessively obscure or vague; it is smarter to think about human sustainability, as this can be evaluated. Furthermore, he states managers ought to recognize a minimum practice of keeping away from unnecessary damage or harm to the environment. Right now, will have the option to manage natural issues when working with stakeholders. Sustainable supply chain perspective examines stakeholders' relations as well. Along with this point, Securing and Müller (2008) show that external pressure has done by primary and secondary partners is the starting to impact central firms to join up with sustainability. These

central or local firms are those progressively dominant in the supply chain. Partners/stakeholders cooperation is critical to support coordinated effort among other supply chain member (Dahan, et al. 2010; Perez-Aleman and Sandilands 2008). As a feature of their sustainability plans, numerous organizations and stakeholders get the opportunity to draw in or engage, (such as, government, colleges, schools, media, providers, and clients), on sustainability policy. Right now, organizations gain and learn from their stakeholder, and furthermore give preparation and education so they can form better skilful stakeholders (Bordewijk 2006; Davies, Crane 2003). The stakeholder theory gives valuable information for sustainable business. This theory centres around encouraging managers to portray and introduce the value their business gives and the kind of stakeholders relations they need to achieve their goal (Freeman, Wicks and Parmar 2004). It explains that if the managers choose to follow sustainability principals as the expectations of the firm, therefore their relationship with stakeholders ought to be set up on those principals, i.e., giving economic, social, environmental advantages for the stakeholders (Collins and Porras 1991). Similarly, the stakeholder and the management should be tended to and directed by these principles, where advantages are shared. Freeman, Wicks and Parmar (2004) show that economic benefits are the outcome of collective efforts of all partners to upgrade the circumstance of every one of them and not just of one of them. Also, another important knowledge from stakeholders` perspective is that if stakeholders' interests are fitting (the same or identical), at that point the manager's assignment would be just to be the guide of the stakeholders' relationship so everyone gets their accomplishments and achievements. As it was said previously, stakeholders will have various concerns and objectives (Matos and Silvestre 2013). Therefore, the leaders ought to include consideration and collaboration with the various partners (Wicks, Gilbert, and Freeman 1994). In any case, if the relationship among stakeholders and the firm are implanted with "trust, feeling, conscience and commonality", as the connections between sustainability-driven firms and stakeholders typically are, "this complexity of the relationship is decreased", making it closer and stronger, permitting the utilization of informal frameworks (Costa and Pesci 2016). Along these lines, the challenge in persuading stakeholders to transform from single to numerous objectives, as

having one single target, will make not easy or even difficult to oversee partner relations and work under sustainability values (Freeman, Wicks and Parmar 2004; Matos and Silvestre 2013). Consequently, it is important to incorporate all stakeholders as a team; they can decide the potential implications and find creative answers for them. This explains that stakeholders are associated and by having decent relations, they can create synergic connections (Phillips 1997).

All stakeholders ought to be associated with the procedure of sustainable tourism to guarantee their prosperity. As indicated by de Araujo and Bramwell (1999) participation in tourism planning by numerous partners can help to advance sustainability development by expanding efficiency, value, and harmony. Ryan (2002) characterizes a stakeholder as any individual or recognizable gathering who is influenced by, or who can influence the accomplishment of corporate objectives. As appeared in figure 5 a few parties and are influenced by the travel industry policy and plans. The most compelling partners in the travel industry from an environmental point of view is seen as the government, investors, hotels, travel companies and tour operators, clients, employees, ENGOs and different providers (Alvarez Gil et al. 2001). Figure below explains
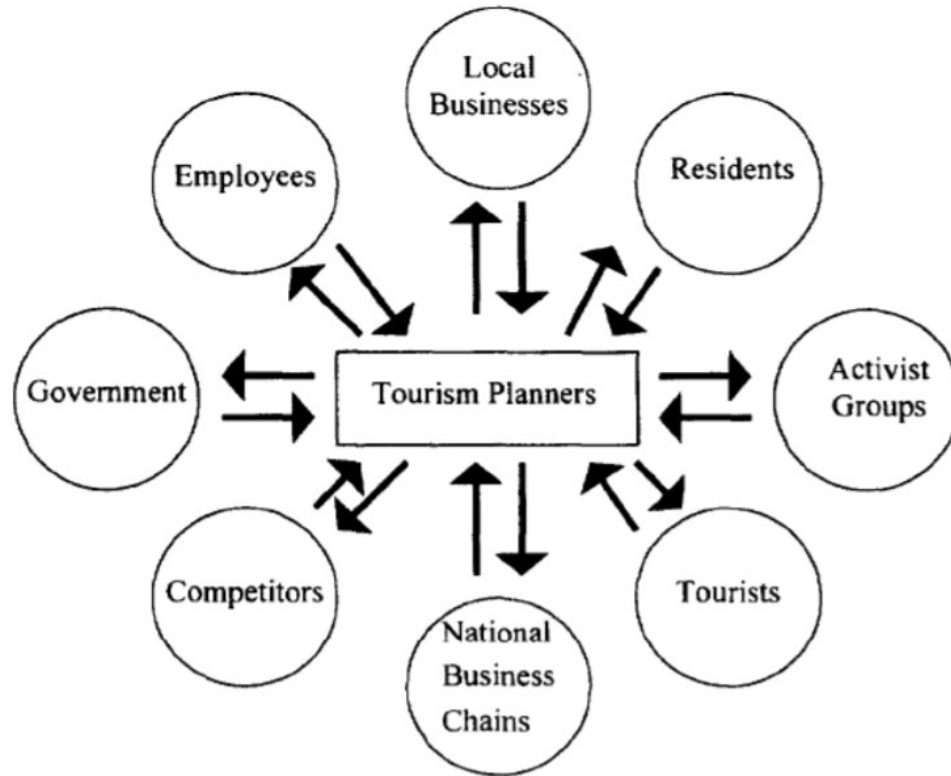
Figure 5 Tourism stakeholders, Ryan 2002

3   DATA COLLECTION AND ANALYSIS

At the start of this chapter, re-stating the research questions and the methods used to conduct the research, collect and analysis data, how participants were selected, how the data were analysed, and the study conducted, conclude with a section on trustworthiness.

The questions this research sought to answer is:

How to create and to pilot a sustainability and environmental development strategy in Hurghada hotels red sea area?

The aim of the thesis is to create a Sustainable and environmental development strategy in Hurghada independent Hotels, the Red Sea Area to gain economic, social, and environmental success and benefits for the organizations (hotels) and locals directly or un-directly.

Research objective 1: to identify the key sustainable development principles in the tourism operation in Hurghada red sea hotels area.

Research objective 2: to apply the key sustainable development principles into hotel operation in the Red Sea area.

Research objective 3: to recognize the benefits of executing sustainability practices

As indicated by Creswell (2013) qualitative research is a request cycle focusing on comprehension of the human and social issue, by building an all-encompassing picture, shaped with words, and revealing the details perspectives on sources, as led inside a natural setting. This methodology fit the current study, which focused on investigation, examination, description, assessment, and clarification of sustainable business and environmental practices by hotels in Hurghada, Red Sea, Egypt. The qualitative approach incorporated the unpredictability and lavishness of accumulated data with respect to the phenomenon under scrutiny from various evidentiary sources (Yin 1994). Multifaceted nature inside the current research setting covers correlation and comprehension of actions and perspectives of hotel managers, employees towards sustainable business policies (Bryman 2006; Creswell & Plano-Clark 2006). This was confirmed by collecting information from five operational divisions managers of the hotel.

This study contributes to knowledge by reporting on studying of a hotel AM in Hurghada, the Red Sea Egypt whose management have committed to integrating sustainability, environmental management values into business operations. In pursuit of these values, a decision was made to implement a sustainable development strategy in the hotel and engage with its teams. As part of the new corporate vision, the management has committed to making the necessary investments to the hotel infrastructure to achieve savings in energy and water use supply chain and others aspects of the business, besides applying sustainable practices into the hotel operation. The role of staff and managers was envisaged as active promoters of and participants in the environmental sustainability-driven agenda. To collate and analyse the gathered data, this study adopted the qualitative research paradigm. Qualitative research methods

generate a deeper understanding of human behaviours and feelings, investigate motivations and describe the true meanings that people attach to a specific phenomenon or an experience, with the subsequent building of hypotheses and theories (Ritchie and Lewis 2003). It was proposed to collect primary data via direct observation and in-depth, semi-structured interviews with hotel staff and managers aided by secondary data. These were preferred to focus groups due to the busy nature of the hotel business under study (hotel AM) which made the organisation and administration of focus groups difficult. Semi-structured interviews were the best choice due to their considerable research flexibility and enhanced participant engagement (May 2002). The method of primary data collection and analysis was discussed and agreed with hotel management and accepted. The interview schedule and process were designed based on findings from the literature review and structured in major themes. The sampling was purposive as participants were recruited from among willing hotel managers to take part. To capture the diversity of views and experiences, differentiation sample strategy by the researcher was adopted in an effort to balance out the demographical profiles of participants, their hospitality work experience, the departments they represented and the hotel roles they played. To disguise participant identities, interviews results were anonymised by assigning pseudonyms (researcher used letter and number). The interviews were designed to be informal. The interviews took the form of friendly discussions held in informal settings, for example during a lunch break around the topics of the prospective of sustainability development and green management policy which might be implemented by the management in the future. Participants were not incentivised. The thematic analysis was chosen to analyse the data collected due to its flexibility and recognised potential to produce a detailed and elaborate description of data (Braun & Clarke 2006). The thematic analysis was applied in this study through a semantic approach which enables the researcher to identify patterns within the data collected, assign significance to each pattern, and interpret these patterns from theories (May 2002).

Data collection method

An assortment of research strategies was utilized to assemble data for a superior comprehension of issues, situations, needs and points of view that hotels in Hurghada, Red Sea Egypt experience in their business sustainability challenges. Data collected from different sources included, semi-structure interviews, observation, action research and secondary data.

Semi-structure interview

Baloglu and Assante (1999) contend that interviews are basic strategies in the collection of information from the respondents directly. The utilization of interviews permits the researcher to gather clear profound data. The extent of gathering applicable information is suitable to this study utilizing interviews, since this strategy communicates straightforwardly with the respondents. Interviews are divided into three distinct sorts, for example, structured, semi-structured and unstructured interviews (Bruce and Berg 2001). Considering the idea of the study and the data looked for about the boundaries going from open unstructured to close structured interview types. For this research on the sustainability in hotels in Hurghada, semi-structured interviews are the key strategy for data collection; the researcher-led five semi-structured interviews with managers from the hotel MA(9 interviews were planned only 5 achieved), different divisions independently. In this research, the attention was on gathering top to bottom data proper to the investigation, and this was proficiently performed through after a semi-structured interview whereby the researcher gave a rundown of inquiries and questions but on the other hand, had the option to test (Veal 2005). According to Drever (1995), semi-structured interviews are the most adaptable method of data collection in limited capacity research, where the researcher has grounded inquiries regarding specific points to cover and examine with interviewees and permits the interviewee to follow their thoughts and convictions. The capacity to give solid, predictable qualitative data was an additional advantage, especially as the interviewer is fluent with both English and Arabic and could test profoundly when respondents needed to communicate thoughts expandable and completely (Cohen and Crabtree 2006). The research thought of point by point data on the condition of hotels business sustainable practices, needs and challenges. Results

will be used to grow best practices to deal with ecological and operational points through creating a sustainable development strategy for the hotel. The interviews were completed with an open structure, which took into consideration conversational and centred two-way correspondence. Semi-structures interviews are typically used to recover and offer data. In contrast to surveys, where itemized questions are figured in front of the cycle, semi-structured interviews start with more broad themes (Rowley 2012). The principle point of such interviews is to get significant qualitative data from a tested experience manager by letting both the interviewee and the interviewer has the adaptability to request subtleties or elaborate on issues. It additionally targets getting the data important to explicit issues and increases a few experiences into explicit points. Likewise, the significant advantages of utilizing semi-structured interviews incorporate the measurement that it is less intrusive to interviewees as it supports two-way correspondence. Each interview kept going between 60-90 minutes. However, not all interview was directed as at first arranged, as the researcher proposed to talk with senior management; however, some of them were busy or unavailable. Alternate courses of action are a fundamental aspect of any study cycle, and in this example, the researcher needed to travel to north Hurghada, 70KM to lead an interview with members who were working in the hotel yet lived in an alternate location(staff accommodation). This is for the convenience of the interviewees and diminishes the weakening pace of the interviews. Participants were allocated time in the end to review the interview notes. An agenda of the inquiries questions was guided at first, and the subsequent information investigated to guarantee that all information was being captured.

The interview processes: semi-structured interviews follow an interview agenda that include a set of broad questions that included themes needed to be explored in the interview (Gratton & Jones 2014; Yin 2014). The main goal was to create a natural, free-flowing conversation, aided by the interview agenda, to allow respondents to feel comfortable with the interview process. Depending upon the respondents' answers, the main questions were further explored using probes to allow the interviewee to delve into specific themes they felt comfortable discussing, as well as finding new themes. The researcher had the ability to

change the flow of questions or enter new questions when interviewees deviated into subjects not related to the study. The interviews took place in September 2019 and follow up in March 2020 just before the lockdown in Egypt where all the tourism activities in Egypt put on hold due the pandemic, Covid-19. Semi-structured interviews ease a conversational interview style unique to each interview. Interview lengths varied from 55 minutes to 1 hour and 45 minutes and averaged approximately 75 minutes each. The face-to-face interviews took place at locations that were convenient for the participants. As previously mentioned, five interviews were conducted face to face and the participants agrees to follow up by the researcher over the phone or through digital mean, (as the study progress). The interviews were documented in the researcher notebook and sometimes digitally recorded once participants provided consent. The researcher encouraged participants to agree to face-to-face interviews if convenient because respondents were more open to questioning as a better way and structure was established when compared to phone or digital interviews. The researcher manually noted and documented all interviews and, following research ethics protocols (professionally agreed with researcher and participants), erased the original recordings after transcriptions were reviewed for precision. Interviews were transcribed as soon as possible after they were finished (led and managed) as they provided the researcher initial subjection to the information, which effected the quality of questioning in subsequent interviews. Names were removed from the interview data to ensure the anonymity of the participants. All data was safely stored and analysis only by the researcher. In addition, the timely transcription of interviews was necessary as interviewees were provided with the chance to review the transcripts/notes of their interview to ensure their accuracy. Consequently, researcher move to data analysis stage.

Figure 6 show the interviews participants' details and figure 7 provide a questions guideline.

Code	Position	length	Status
M1	Manager	90m	Completed
M2	Manager	75	Completed
M3	Manger	90	Completed
M4	Manger	80	Completed
M5	Manger	90	Completed
M6	Local business owner	N/A	Cancelled
M7	Local Government officer	N/A	Denied
M8	Local restaurant owner	N/A	Cancelled
M9	Tour provider	N/A	Cancelled

Figure 6 Interviews' participants developed by author

Note: interviews conducted in Arabic
    These are guidelines and the face to face interviews were as open friendly way and the participants feel comfortable to express themselves and opinions, in no particular order for the Qs
-What do you think about sustainability and practices and your experience with it?
-Have you applied such practices before, how , and what, explain please(different hotel?
-What do you think about your hotel adopting them and how and if not why?
- Is the hotel apply these practice, please explain, if not why and explain and what are these practices?
-What can make your hotel and encourage to apply these practices?
-What the risk, and reward from your opinion?
-How will you fit these practices, or how did you, into operation?
-How can make staff apply these practices? (if training what do you need?
-If cost mentioned ask about the implications?
-From your opinion, what the challenges to apply the practices?
-If government mentioned ask for details?
-Do you have any information available about the practice or training?
-What kind of information do you need?
-If you and your team ready to apply the practice, are you ready to change, please explain?

Figure 7 Interview questions guidelines

Qualitative data methods, like observation, interviews, and record analysis, have been put under one umbrella term ethnographic techniques in the past (Schensul and LeCompte 1999, Berg 2012). Observation can be named as the overall description of practices, and occasions in the social setting picked by the research. It is essential techniques utilized by anthropologists when leading their work. It involves dynamic survey, casual review, improving memory, composing detail field notes. The cycle empowers the researcher to study individuals' exercises through observing yet without taking part or participating in their exercises or work. It gives the setting for the advancement of interviews aides and inspecting rules. It gave the researcher the opportunities to understand the life working experience form actual surrounded and environment for the employees, including the working conditions.

The researcher occupied with casual and normal discussion with employees from various levels and different departments, associated with the everyday business activities, to have an insider point of view and more rich and profound data. One of the advantages of utilizing this research method is to understanding essential research foundation issue that were unclear when the investigation was planned (Mulhall 2003).

Observation is the second source of data acquisition. Distinguish observation involves the orderly noticing and recording of activities and practices, both verbal and non-verbal, occasions, and articles in the social or work setting in that the exploration site (Edwards and Skinner 2009). While direct observation permits the researchers to eliminate themselves from the exploration setting to look after objectivity and this investigation utilized employee observation. Participant observation is a data collection method where the researcher submerges himself/herself in an exploration setting as both member and observer. This kind of information collection is beneficial as it covers activities continuously, just as covering the case's unique circumstance (Yin 2014). Observations managed the researcher a chance to build up compatibility with subjects to help for the semi-structure interviews

Observation`s sites and stages; the researcher proceeds with the discussion in this part by giving brief foundation on the observed sits(hotels) in the first observation field visit, stage one and focus on hotel AM in second field visit, stage two. Researchers accept this essential way, as it will assist readers with understanding the study setting and the observation part of the study. Moreover, researcher indicates how observation will interconnect and lead in the strategic planning (action research part).

Stage one:

Since the data unveiled by participants was of an exceptionally sensitive nature that could be utilized by competitors, the names, areas, and chain alliance of the hotels being studied has been kept confidential. The hotels observed/ studied are a part of independent small different chains (each hotel belongs to the different local chain) and were situated in Hurghada. The hotels who studied were chosen by the commissioning company because of business partnership with the

company. The hotels studied, all have food, beverage and catering facilities, swimming pools, beachfront, an aqua park and have more than 350 rooms each. The three hotels that took part in the observation stage of this study are part of a different independent hotel chain that I will refer to by letters for confidentiality purposes. The fourth hotel was planned to take part in the observation denied access to the researcher in the last minute due to the nature of competition in the area, and the busy time and apologized for any inconvenience.

The management teams of the hotels consisted of a general manager, director of operations, director of human resources, banquet manager, revenue manager, director of sales, catering manager, front office manager, chief engineer, executive housekeeper, restaurants manager, pub manager, executive chef, and financial comptroller.

At this stage, the data were collected to establish the research problem and provide sufficient information for the strategy planning stage. And consequently, will aid in answering the research question which the researcher will explain in the next chapters. The field visit was carried out in April 2019 (different days) soon after the idea of the thesis was accepted, and the commissioning company agreed. A total of 10 days of observation between 3 hotels has achieved, including 120 hours. The area of the hotels and department was observed are: Front office area, kitchens, delivery point and storeroom, restaurants, bars, beach area, swimming pools area, some rooms (sample for housekeeping operation) aqua park recreation area and staff`s accommodation.

Stage Two:

The research focus on hotel AM at that stage due to the lack of time and finance. The observation took place in November 2019 for ten days, 12 hours every day. The main goal to examine the implementation of the planned strategy, review and set up guideline and policy for the management team.

Hotel AM having more than 350 rooms and facilities as the researcher explains in the previous part. At the time of the study/observation, more than 175 individuals were working at this hotel. The management revealed that the hotel`s building required significant repair. The management was going through pressure from the owner to meet critical financial targets which not just put employees losing their jobs and diminished capacity to increase revenue; it likewise influenced the

culture within the hotel. Following the occasion (above), there was a lot of speculation concerning whether the hotel would be sold, rebranded, or repaired. In the end, the hotel was sold. During that uncertain time there was a feeling of hanging tight for some direction or sign from the proprietor's office with regards to how the future would unfold. Leadership colleagues felt that there was nothing to do except for sit tight for choices from the proprietors. However, his circumstance was settled when head office affirmed that the hotel was to be sold in January 2020 (as reported to the researcher by one of the mangers) Undeniably, this study gave a chance to the management to push ahead and make a new future by creating strategy that reflect their new reality. One of the subjects that impacted the strategic planning`s stage was the information about CSR and internal stakeholders obtain from observation.

The use of existing data collected by someone for other purposes other than the researcher conducting a current study is referred to as secondary research (Saunders et al. 2007; Sekaran 2003). Secondary data sources range from books, journals, the media and internet, government reports, industry studies, company annual reports, archived data sets and syndicated information services, among others. Some of the main advantages of using secondary data are that it requires the use of fewer resources especially time and money to obtain, and it provides comparative and contextual data which may result in unexpected discoveries (Saunders et al. 2007). The exclusive use of secondary data is, however, not suitable for all types of research, including this research where published and unpublished information is difficult to obtain. This is because there is very little published information dealing with Egyptian's tourism and hospitality industry. Due to the fact that the research was aimed at satisfying the various objectives as well as providing possible answers to the research questions stated at the beginning of this chapter and in chapter one, it was first and foremost important to justify and validate these objectives. It was only after this condition had been met that the researcher could progress into looking at the ways and means of achieving the goals set out in the research aims as well as answering the research questions. In this study, the secondary data will be collected from previous published academic research and official figure from international and

national organizations and supported by the actual figure and reports from the financial department at hotel AM. However, any information provided by hotel AM will be maintained confidential and for this study only. The financial figure will aid in answering the research question and reaching the main objectives of the study by creating a sustainable development in the hotel. The financial information will be a guide for the research, especially during the action study`s stages.

Action research; Action study in sustainability development regularly makes individuals needing a change and they need a solid exploration and confirmations to give answers for the feasible turn of events, as well gives this required solution and confirmations to a practical and feasible change, planed interventions and it guarantees the progressing change. The value of sustainable development is comparative with the value of action research. (Zuber-Skerritt 2012) The fundamental objectives of action research are to improve comprehension, understanding and practice, most importantly practice. The outcomes from action research lead to useful quick upgrades and improvements during the examination, study cycle and after the cycle. (Zuber-Skerritt 2012) Action research focuses on a change and the researcher is engaged with the change. Frequently, the researcher is a member of the organization; in this case the researcher is to high extend has interests in the organization. Action research requires that the researcher has a great deal of data about the research`s problem, in light of the fact that the researcher must characterize and identify the problem, discover the required measures to be taken, apply and implement the change. Action research has four distinct stages those are: planning, acting, observing, and reflecting, figure 8 explains.
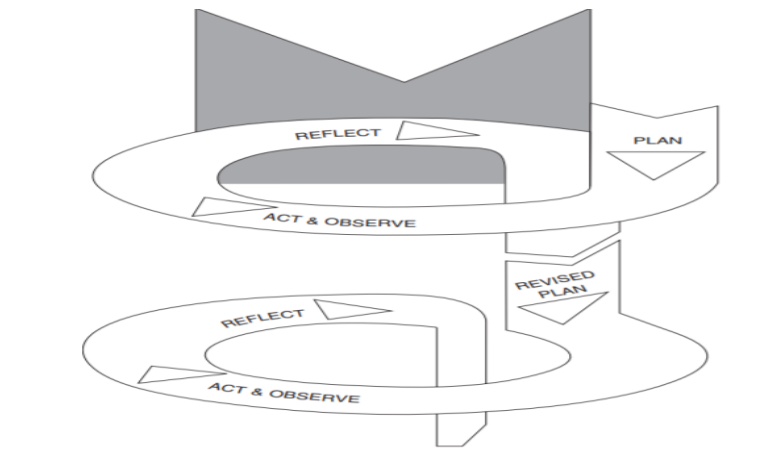
Figure 8 participatory action research, Kemmis & McTaggart

 At the planning stage, the problem and circumstance are investigated, analysis and a strategy are created. Applying and implementing the strategy is done in the acting stage. At the observation stage, the action is assessed and analysed by utilizing proper techniques. Lastly, at the reflecting stage, all the past stages, action, examination measure and the outcomes are reflected just as the learning results. (Zuber-Skerritt 2012) As the motivation behind this study, was to create a sustainable development strategy, which means plan turn into action, and down to earth changes have been made during this study. Action research was selected as the research and data source for this thesis. The strategy creation and action research cycle required numerous perceptions and observation on cycles and a portion of the cycles and process must be changed to reach the thesis objectives and aim. The researcher was engaged with each phase of the strategy creation and implementation cycle and the researcher actualized and applied the necessary changes directly or indirectly (by a member of the management). Moreover, creating a sustainable development strategy for the hotel (hotel AM) means sustainability focuses on a continuous change, consequently, action study was a justifiable decision.

Planning, the researcher and the hotel`s management started that stage as early as April 2019 when the researcher visited the business first time to do the observation for data collection. At that stage according to data collection and analysis notes, the researcher and the manager started to put the main principles

for the strategy including what it has to be done, which departments and what each department will do, who will supervise the strategy principle in each department, the feedback procedures and reporting and how to promoter the strategy for guests and employees. The researcher is working in the hospitality and tourism industry since 1999, which significantly aid the researcher to create the plan in a reasonable time.

Acting and observing. After the initial agreement to apply the strategy elements and draw a clear picture of how, what and who will apply the strategy according to the planning stage, the front-line staff have the first steps to apply the strategy, mentor, control by the line managers and supervisors. The management team has the flexibility to switch duties, modify jobs and any required necessary changes to apply the strategy. High degree of details observation during that stage while applying the strategy to reach the best result in the next stage of reflecting and revising.

Reflecting and reversing the plan; the strategy was planned and applied (plan, act and observe) and in the early stage of that step the researcher and the management team review the previous two steps to achieve the correct changing measures for the strategy to achieve the main aim of the study as well the requirements from the commissioning company. Notes were taken by the researcher, front line employees and managers which explain what the correct steps are and what are the challenges of applying the strategy. The researcher and the management team reached the right decisions and change to make the strategy to work for the best of all stakeholders interests. These changes worked out according to the literature review (sustainability development, stakeholders, and CSR), strategy's principles and hotel and the commissioning company best interests. However, during that stage, the researcher, and the management face some misunderstanding few challenges and must be solved, and agreement has to be reached. The management main goal to achieve the highest financial gain with minimum investment and the researcher must deliver the best of the study objectives for all the stakeholders. The researcher was involved at that stage between September 2019 and November 2019 and follow up till March 2020.

Limitation of communication, financial, timing as well Covid-19 created a great degree of challenge for the researcher to carry out further researcher work. However, the hotel AM show and assure the researcher and the commissioning company to continue applying the strategy since the hotel`s management saw and approved the financial and environmental and social benefits from applying the strategy. In the next chapters, the researcher will reveal the financial gains hotel AM has achieved from applying the strategy since April 2019. Achieving the strategy goals, reaching the research aim and satisfy the commissioning `s company needs are the right answer to justify the action study as the research method and are the path to answer the research question. The strategy was applied to different hotels in Istanbul, Turkey (Prestige World 5 stars and Elite World 4 stars) and Royal Lagoon hotel, 5 stars in Hurghada Red Sea, Egypt in talk with the researcher to aid in modifying and applying the strategy in the hotel. A written policy will be provided to the hotel AM and any hotel will apply the same principals of the strategy in the future.

Trustworthiness: the validity and reliability in qualitative research are for the most part alluded to as the trustworthiness of the study. Guba and Lincoln (1981) talked about four rules that are normally used to give confirmations of the trustworthiness in qualitative research. Credibility is the consistency of the examination and gives confirmations that the investigation was done appropriately (Merriam and Tisdell 2015). Credibility is like reliability in the quantitative examination. The research gathered information from numerous resources, moderate semi-structured interviews, observation from field visits, with an end goal to guarantee the research's credibility. Transferability is practically identical to external validity. While multi-cases studies enhance the apparent transferability of studies (Eisenhardt 1989), the uniqueness of this case didn't bear the cost of the research a chance to look at numerous cases and details information will be added in the overview of data collection`s part of this chapter. However, Lincoln and Guba (1985) recommended that adequate descriptive data suffices in the transferability of research. Dependability is the degree to which the research method was steady, and the outcomes reflect the results of the phenomenon being studied (Polit and Beck 2016). Dependability is another test

of reliability (Merriam and Tisdell 2015). The utilization of data from numerous sources can be considered as a method for acquiring reliable information. -- Confirmability is another cycle used to guarantee the legitimacy of the study. As indicated by Lincoln and Guba (1985), confirmability is the confirmation that people in perusing the finding can be guaranteed that the report is a precise description of the facts and, furthest degree potential, doesn't reflect the researcher's thoughts, theories, or biases. The utilization of numerous sources can likewise be referred to guarantee the confirmability of the study. Lincoln and Guba demonstrated that the point of trustworthiness offers the help that the finding of the research is pertinent and applicable to the study. However, Merriam and Tisdell (2015) expressed that trustworthiness of qualitative research is at last left to the readers who figure out which parts apply to their unique circumstances. Ethical Considerations As a component of this research cycle, consent form for individuals who agreed to participate in the interviews was prepared. All members signed consent forms, which gave affirmations to them that the research would be led and conducted morally. To guarantee that the interviewees got moral treatment during their cooperation, they were allocated numbers and the numbers randomized both during the meeting, interviews and recorded as a hard copy of the findings. As access to the interviews and observations, records/notes were restricted to the researcher, the privacy of all members` took part was kept up. The researcher will safely store information and data utilized from the interviews, action research/plan, and observations until the endorsement of the proposal and graduation. Around then, any paper duplicates of information will be destroyed, and information erased.

To gain better data that helps to answer the research questions, the current research qualitative method, semi-structured interviews, observation through field visit was taken by the researcher. Qualitative data is collected through semi-structured interviews and observations (Patton 2015). Qualitative data usually a description by the researcher for situation to visualize a case or situation. The data collection was conducted and managed to aid the starting stage of the analysis. The researcher transcribed from Arabic to English 5 interviews as the first step of the analysis cycle. According to Patton (2015) transcribing is

considered as part of managing and preparing data, it gives a transferable point between data collection and data analysis.

After transcription, the data, short description or in another word, coding and theme emerge. Interpretation involves making sense of the data. Codes were created from the interpretative procedures.

There are many reasons why it is significant for researchers to distinctly articulate the decisions and assumptions made in analysing the data. Among them is the need to evaluate the research, compare research findings across other similar studies, and as a way not to hinder the work of other researchers (Attride-Stirling 2001).

Coding and thematizing, at this stage, the researcher translated the data from Arabic to English, some understanding of the available data was established and the main ideas were heightened and highlighted for the next step. Coding, and putting the data in groups (or make a certain order) were critical cycle, recommended by Babie (2012). The intention was to set up the information as primer classifications or codes, which the information was sorted out, and the codes were connected to uncover the primary classifications. Then, the stage was performed by coding to analyze the codes in guaranteeing that the information upholds and forming the coding classes (Neuman 2000). Each code was put under pre-created classes as indicated by its appropriateness to be in a topic (theme). Literature has helped to create some categories or classifications. At that point, each code along with the interviewee's marked (number)was coded into a table/figure for relative investigation purposes, to see the example or relationship of the data examination then reviewed in text structure dependent on study goals, assisted by quotes from participants.

and comparing them with field notes to ensure validity and accuracy.

Transcripts were accordingly re-read to build up an expansive comprehension of the topic. Coding was then used to examine the interviews(according to the above paragraph); first, the information was organized; at that point, the data was arranged into themes and sub-themes lastly introduced in figures and examined (Creswell 2007). The data were coded manually on account of time limitations and to empower focus on the data itself. Likewise, having the data in printed copy

and utilizing shaded coding can possibly empower the investigation of the data from a new viewpoint. The categories identified were shading coded, and main themes were resolved. Accordingly, every record was re-read to recognize sub-themes and to guarantee that they precisely present the data acquired through the interviews. After various readings of the records, notes and transcripts the sub-themes established at first were re-examined, with proper ones being consolidated and new ones included. Rising themes and issues were recognized and included as they were found, and after the records and transcripts were read for one last time and the data, both supporting and negating/opposing was confirmed, the developing themes were identified. The consequences of this examination, observation and interviews were valuable in deciding the degree of sustainability practices in the hotel`s operation.

4   RESULTS AND ANALYSIS

The researcher took a step towards showing and explaining what the outcomes of the interviews, supported by observation notes with hotel`s mangers hotel AM in Hurghada, Red Sea (data analysis). After drawing a clear direction of the data analysis, findings were established to move forward with the research towards the comprehension of the impacts of the implementation of environmentally sustainable practices in hotel AM and find the answer to the research question and the aim of this study. Figure 5 below Show the data analysis themes.

Figure 9 Research`s themes, developed by author

4.1   Current and types of sustainable practices in hotels in Egypt.

The interviews outcomes explain that the sustainability or environmental exercises in hotels in Hurghada are restricted, and it is not fundamental for current hotel`s activities. Yet, M4 contend that the accommodation in Hurghada are doing few sustainability and environmental attempts in the tasks by expressing that Most of the participants statements show and explain that the hotel and previous work experience in different hotels, do not apply sustainability development exercise. M1 and M3 explain and M4, M3 confirmed that. These are notes from their quotes (as the researcher translate and understood); (some number of hotels may apply these activities), (hotels choose not to…. and choose the easy way), (… hotels sometimes trying).

The participants were asked to explain about their current practices in the hotel, 3 participants, M2 and M3 explained" Only few activities …., the solid waste control and utilities usage reduction".
(M2, M3, M4) went further, essential work was utilized, for example, rubbish collection and sorting (waste control) and electricity and water usage reduction. They referenced that duties in the operations of their daily tasks could limit the hotel impacts on climate change.

Significant, high expenses is one of the challenges why hotels do not make a change to exercise sustainability in hotels; participants had mentioned. Most of the participants were given information about the primary challenges that prevent the hotels in Hurghada executing sustainable practice are the needs for substantial investment on new equipment and involves staff training. M2 clearly explained that "I think it is about the costs". M3 and M4 added that "high costs are put us off". Furthermore, M5 also added "investing in these equipment's is very costly … green products are not cheap". Findings show that the low request and requirements from guests affected the management`s decisions. M4 discussed that "there is not any role from the government and the hotel has no specialist to

lead the duties". Participants affirmed there is no important need to have sustainable development in the hotel now, but it is necessary for the future

The above statements will clearly explain the findings of the challenges and role of the external stakeholders as a major player in implementing the sustainable development strategy.

The answer of interviews and findings was straight forward by participants, government and hotel association are the key players impacting sustainability development executions. This is upheld by the assertions from the participants where M3, M5 and M4, expressed that "affiliations, ministries have to educate employees", "ministry has to start from itself, and the practices are not something mandatory",".…. an incentive should be given to the hotels to endorse their work and motivate them to adopt the practices".

Authorities, regulators, and hotel alliances in Egypt should put forward help and planned rules on how sustainability development`s execution and how to implement—establishing a standard course of action on how the practices utilized which will make the practices finished easily and see plainly by the hotel's staff just as the hotel's leaders.

Employee engagement

Employee engagement is a significant impact and a key to execute a sustainability development strategy. Employees must receive the right training and preparation with the information and skills to help them correctly implement sustainability practices which will influence employee's performance M4 mentioned that "staff should be given training, ……. when implementing the practices."

Most of the managers accepted that their staff have an extraordinary job when the execution happens in their tasks and duties, Information, and training for them are must" M5 and continued "…. to execute, the staff and all the administration should recognize what to do… the staff ought to be prepared … maybe that training should be the way to agree to these duties… the cycle and procedure". M1, M2 and M3 added, they would be included to prepare the

workers about sustainability. This clarifies that they are energetic about the future needs in their tasks. They clarify the noteworthiness of the practices, for instance. M5 expressed that "let say in the event that we apply, for instance, electricity and water reduction, …. for what reason do we have to save. ... we have disclosed to staff the effect on the environment".

Government Laws and Regulations

The analysis found there is a significant find of government laws and regulations. Government and regulations are essential for sustainable development execution. M1 expressed" authorities never give details about sustainability development……". M4 expressed that "…. No law, no rules, no data … there is no sustainability". M3 said "…. authority to impose the sustainability execution," M2 expressed that " there is no law or rules ,…. No authorities".
Clearly, the participants indicated their discontent, as the authorities has no role in sustainability development`s execution hotels in Hurghada, Red Sea or any interests to make the execution accessible.

Local suppliers

To implement sustainability practices in hotel operations, having local suppliers must be an important consideration, to minimise transporting of goods and products that are believed which could harm the environment. Managers mentioned that high numbers of their food were supplied locally. However, they also said that some of the supplies were imported, or from a large company import the supplies, indirectly. M1 explained that "Good amount of supplies bought from local suppliers ". M3 continued "…depended on local suppliers, purchasing department make decisions for purchasing". Commented by M5 … if products available hotel buys, unfortunately, we must buy from a bigger national company if there is a request… So of course, we will resource more from local producers".
Using local suppliers have no effect or impact on applying sustainability development in the hotel as the outcomes indicated.

Guests Demand

Visitors' interest is discovered to be a direct impact and has a negative effect on executing choice or decisions. There is no interest from the stakeholders, especially the clients and communities that impact the hotels' choice even this is a necessity for the climate change.

M2 exhorted that the clients accept that having sustainability development in place by the hotel may increase the price. M1 added that "… . I have not seen customers interested in sustainability things on account of the expense". Simultaneously, M3 explained that" it was not significant for them (guests)to think about how the business worked, sustainability or not ".

M5 expressed that"… it isn't something that is a need for them" and added by M4 that "..nobody complaint or ask for sustainability". M1 contended that "it was not the clients that requested them to go for the sustainability, ...".

4.2 Qualitative analyses discussion

Current sustainability practices in Hurghada, Red Sea

In view of the findings from the interviews, the hotels' industry understands the environmental issues related to their current operation, however, the initiatives received to manage the issues have been to-date, immaterial and indistinct. Therefore, this shows that the sustainability plan has still not yet delivered at an adequate degree. The findings, according to the participants who have previous experience in the industry in the various hospitality business, featured that a large portion of hospitality business do not exercise sustainability development or implemented into their activities. Even these organizations understand the negative impacts on climate change and the surrounded areas, unnoticeable efforts carried by them to diminish these effects.

Hospitality in Hurghada, Red Sea depends intensely on the environmental system for its endurance and survival in this serious market. In the previous part of this chapter, the research presented some examples of relevant participants`

statements. The research elevated that sustainability development was implemented by few hospitality businesses upon their choice. There is attention from managers to ensure no further negative impacts on the environment; however, no evidence about the execution.

Moreover, the interviews, observations, and action research (qualitative data analysis) findings pointed out that the Egyptian government has not enforced regulations to make it compulsory for hotels to implement sustainable environmentally friendly practices in their operations.

There is restricted execution of sustainability development exercises in the Egyptian hospitality industry practices narrow rules, instructions, and participation by the hospitality business and association have derived organizations not to apply sustainability development rehearses/duties separately. No long, the hospitality businesses will give up implementing such duties due to the lack of rules and commencements form alliances and authorities. This way, it is significant to uphold sustainability development execution in Egyptian hotels and the business to continue and secure the climate, local heritage legacy and economy for people in the future and the prosperity of the business. Coming up next are a portion of the articulations by interview members "... no imposing by the authorities" (M2) "… the lawmakers have no interests No, ..", (M4) " own personal choice you.."
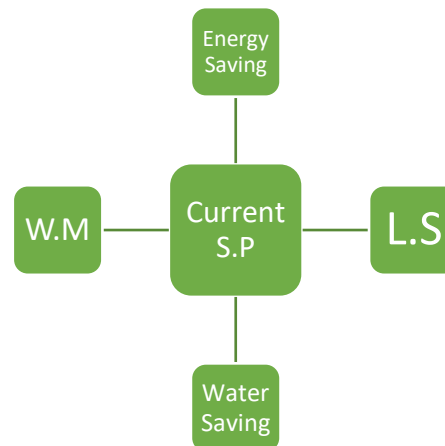

Figure 10 current sustainability practices, developed by the author

According to the statements from the interview's participant and the findings, implementation of sustainable development in the hospitality business in the Red Sea is very narrowed to just electricity and water usage reduction, buying locally

and recycling control and management. These limited practices were found to be quite common in Hurghada`s hotel. And obviously, that narrow implementation is a result of absence the help and encouragement for sustainability development practices and exercise.

There is a lack of literature or research have been done about the hotel industry in Egypt, particularly the Red Sea area. Figure 10 above shows current sustainable practices in hotels in Hurghada. Hospitality and hotel business have limited recycling and waste sorting process or facilities such as composting their waste into plant fertiliser for food waste. Participants M3, M5 and M4 added "kitchen waste is going to rubbish bins…." "… no compost or things like that ""…. no green recycles…", "unused restaurant food, go to landfill".

It is essential, hotel management should train employees how to deal with waste efficiently according to sustainable practices, particularly when the hotel has different occupancy rates all year round and changeable level of waste.

Despite the fact that regular implementation of sustainability development exercise/practices is not common in hospitality, even some of the hotels have started implementation according to the findings. As an example, to confirm the previous statements, mangers explained controlling waste and recycling is very restricted, and most of the unused food items go to landfill.

Once again, these findings were not identified in previous research directed or conducted in Egypt, Red Sea from a hotel perspective. Sustainability development execution by large hotel usually personalized for their need by them

Sustainability Practices Challenges

High Implementation Cost

The necessity to put resources into innovation and hardware appropriately cause significant expenses. Under any circumstances changing existing exercises or commence new ones will use basic variation cycle to hotels tasks, the alterations are prompt or not quite the same as existing practices. Putting resources into sustainability rehearses/ exercises in the hospitality business will require impressive assets, essentially, inspecting the dangers related to executing

sustainability development practices may likewise exasperate the costs and acknowledgement (Jawarski and Kohli 1993). These are proclamations from the interviews: "… no spending plan, no enough cash"." ... instruments are expensive…, since costs go up… green items are not modest… " (M1) "... executing the green practices need money...." (M5)

Low Customer Demand

The states of the Egyptian hotels' industry reveal that a negative relationship exists between the interest of the stakeholders, especially visitors, and applying sustainability exercises in hospitality. Low guests demand for environmental services, including sustainable friendly practices for hospitality and hotels business has affected how they work. This is evident from customers who do not appreciate the move or progress from conventional lodging practices to sustainability exercises. In like way, it is not startling to see that the lodgings are deferred in utilizing sustainability exercises in hotels activities. Nonetheless, a few kinds of research directed in different nations recount various stories and facts. Indeed, guests have been important for environmental exercises in the hotel industry (Fry and Polonsky 2004). Low guests' interest in sustainability and environmental practices has affected hotels management' to see such practices as not being customer-related (low demand). Further, guests assume a critical part in making, communicating, and conveying sustainable value (Polonsky 2011). Nevertheless, if there was a demand here for sustainability practices and services business will react accordingly. Participants informed about guests demand that: "… no request … no special requirements ..." (M4) "…., nobody asks about it" (M3). During the observation, the researcher has noted that most of the hotel guests are from East Europe. And by requesting information about the guest nationality at the time the reservation department has reported that 73% of the guest are from East Europe. The research did not put any emphases to study the issue further as not related to the research aim.

Absence of Government Enforcement, Support and Guidelines

Absence of Government Enforcement, Support and Guidelines while there is no authorization or enforcement in Egypt concerning sustainability practices as explained before, there are similarly no rules with respect to execution. Supervisions and directional data ought to be made accessible and presented for hotels. In fact, the criticism by interviews participants demonstrated that if government backing and implementation were set up, hotels administrators would embrace the implement and execution of such exercises, this well-founded with Stone et al. (2004) studies. Authority`s rules are regarded as decisive towards the execution of sustainability development's exercises (Gu et al. 2013). Absence of government guideline implementing environmentally, and sustainability rules add to the limited adoption of these practices. The interviews added: "……no rules from authorities" (M2) "Nothing, ….no law … no force" (M3) Once again, from qualitative data identify that Egyptian hotels have no obligation to implement sustainability practices in their operation as there are not any legal pressure. And that explains the lack of initiatives in that direction. Depending on the hotels in Hurghada to take the lead and initiate their own initiative towards sustainable practices, has not been efficient to expand the scale of sustainability adoption. In fact, the hotel industry depends on the government to enforce laws and rules to implement sustainability practices (Kasim 2007). Particularly in Hurghada`s hotels according to the findings, if the government enforce sustainable practice by law and become mandatory in hotel operation inevitably that will attract the key player concentration and follow by every business. Participant in the interviews saw government role and direction as a major key to aid the executions. The needs for rules, instruction and supervision by the authorities will assist in executing sustainability development exercises, as the hotel`s managers stated.

Lack of Association Guidelines

Hotel`s managers have been demotivated from applying sustainability practices by the lack of guidelines. Hotel association plays a pivotal part and take the lead to motivate hotel managers by providing them with essential sustainability

practice guidelines, aiding them to implement these new practices. Participants affirmed they had no instructions from Hotel association concerning how to practice these measures/ practices. As a result, to a great degree hotel will need instructions and recommendations to execute the sustainability exercises/practices (Kasim 2007).

Sustainability education, the interviews members/ participants stressed the role of the recommendations form industry association and alliance.

"training materials is crucial …. "M1, "…… authority or the industry institutions instructions …." (M3), "… industry leaders become first…"M4, "… we need direction" (M5,).

Limited Sustainability Leadership and experts

Participants informed that implementing sustainability practices into operation is not an easy action and procedures. If hotel started to do that, the hotel needs a leader with great understanding and knowledge of the issue to aid the hotel to implement, review and control the sustainability practices process. Leader and experts are essential to implement new practices and strategy and guarantee the right execution of these practices, according to the literature review (Kasim 2009). As previously the research mentioned, there is a lack of data concerning sustainable practices in the hotel industry (Kasim 2009). A degree of interruption and effects on the hotel operation would occur if the changes have not managed by experts or experience manger. The researcher has seen that very clearly in the two-step observation and in the action research part of the field visit of this study. However, the hotel part of the international chain has no issue regarding experts or training. Hotels chains keep these practices as an internal affair and not available to external hotels not belonging to the chain. These are statements from the participants: "We need to employ an expert" (M1). "…., WHO Can do the job, …expert …."M5.

Limited Public Awareness

The findings in this examination found that recognition about the need for embracing sustainability development exercises/ practices were missing. This has affected how organizations are overseen and worked in Hurghada`s hospitality and lodgings. Communities lose interest as there no information Leslie (2007) claims. Thus, the priority to protect the climate and the local heritage through education and recognition program ought to be arranged and acquaint with the locals and, people. Coming up next are the assertions by interviews` members: "...very little of sustainability recognition there" (M1). " ...education, … to deal with the climate" (M4).

Environmental performance, awareness and education are significant elements to think about in the hotel operation. To achieve a high standard of sustainability practices public awareness for why and how to protect the environment and the local heritage as a priority.

Stimulus packages (motivation)

To implement new practices, introducing Stimulus could help to change the hotel management current perception towards sustainability practices. Providing certain financial support and aid will motivate business to execute sustainability development exercises, finding identified. Cost reduction inspired managers as participants indicated and according to the findings, as (M4) stated:
 "we need recognition and help through incentives". "hotel needs help to reduce the cost of investment to put the practices to work" (M3). "…. Few industries have tax reduction to and free loan why not hotel if they want us to use these practices" (M1)

Despite the fact that there could be a huge implementation cost, the stimulus packages, for this situation, could assist with covering a portion of the costs and different overheads included. Stimulus packages are a method of extending the contribution of lodgings and hospitality in actualizing sustainability rehearses/ exercises and are surrendered to lessen the complete expense of executing these practices. Then, a few lodgings/ hotels have the financial ability and assets to oblige the costs identified with executing environmental sustainability rehearses and exercises, most hotels supervisors cannot legitimize the usage of

such practices. Adjusting the existing activities to greater sustainability practices will include adequate venture, assets, and initiative/leadership.

Sustainability Expert

Applying sustainable activities was discovered to be a fastidious method for hotel administrators and staff. Participants interviewed in this study explained, having a skilled person will facilitate with actualizing the sustainability development and natural activities and expedite the reception of sustainability exercise and rehearses. Consequently, applying sustainability in operation has been contended to demand extensive changes in the executives' arrangement and cycle (Revilla et al. 2001). As a result, sustainability experts are in demand to aid managers to guarantee the efficiency of operation and to reduce the environmental impacts of existing operations.

Adoption Performance -cost saving

This research finds that implementing environmentally sustainable practices will grow the hotel's name and image. This result is likewise in accordance with past investigation which proposed, that presenting environmentally sustainable practices in business improve the picture and reputation of that business (Montgomery & Ramus 2003; Sheldon and Park 2011). The interviews participant uncovered that embracing sustainability in hotels would decrease operating costs and increase efficiency. These findings relate to an investigation directed by Cvelbar and Dwyer (2013) recognized that executing environmentally sustainable operation practices would give a serious cost advantage, particularly in water and energy utilization.

Moreover, the research likewise indicates and reveals that featuring sustainability practices in hotels could expand the hotel's economic and financial benefit. Various studies found a solid relationship between actualizing, adopting environmentally sustainable practices and business growth, as stated in literature review and data findings.

Figure 11 below shows and simplifying the benefit of applying sustainability practices.
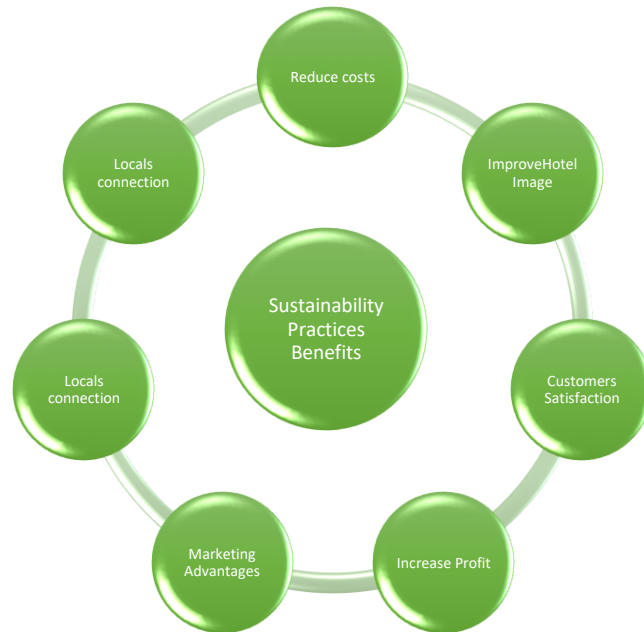

Figure 11 Sustainability practices benefits, developed by author

4.3   Summary

This part of the thesis has briefly outlined the findings of qualitative data analysis, including the in-depth semi-structured interviews with five managers in hotel AM Hurghada, Egypt, action research and field observations. The findings disclose the existing sustainability practices in independent Egyptian hotel operations in Hurghada Red Sea. Hospitality business in the Red Sea executing restricted sustainability development exercises upon their choice similar to electricity, water usage reduction, rubbish sorting, food usage reduction and recycling.
High adoption cost, no government support, no or limited data and direction from the hotel association, no leadership or expert advice (when leading the practices and the training) and no public recognition, are the challenges to implement sustainable practices in hotels operation which can influence how a business performs. As a result, the adoption gets limited or no attention from Egyptian hotel industry players. Meanwhile, the most compelling findings of this research

are that hotel will save more in the long term by executing sustainability practices in hotels` operation as reported by hotel AM finance department. The researcher received a brief verbal report stated that the hotel had achieved a total saving of 6% of the cost per guest between April 2019 and February 2020 since the implementation of the sustainability strategy. And a direct investment into energy saving devices by the hotel will be put forward from 2021 to achieve up 40% on electricity in the next 2 years and reduce the hotel footprint. The hotel will realise the return of these investments in 3 years. More steps towards sustainability practice will be implemented by the hotel management from 2021 since the pandemic has put the hotel business on hold, but the strategy (sustainability development) and the plans still in place as well as increasing recognition of the hotel image and reputation, which will lead and associated with having an impressive effect on the profit growth. Finally, this research will put forward a clear concept of a sustainability strategy and a model to be used in hotel operations as clearly refer to the success of this research and reaching the main aim and objectives of the study. Important finds have emerged that the Egyptian government and the hotel association should provide directions or rules and back to the lodging/hoteliers who will implement sustainable environmental practices. Additionally, all stakeholders should work together to increase awareness and the importance of sustainable practices and how they are necessary for the society, environment, and the world, by educating everyone. It is a collective holistic work by all the parties and stakeholders

5   CONCLUSION AND DISCUSSION

5.1   Summary of the findings

The research identified themes from participants' reactions to the interview's questions which emerged with the findings to indicate; there is a narrow execution to sustainability development exercises in hotels in Hurghada and creating such strategy will be considered as an adequate solution. The researcher explored sustainability development in hospitality and the fundamental of incorporating its exercises in Hurghada, Red Sea. The outcomes revealed that the hospitality business was at present blending and applying limited

sustainability development principals to diminish their effect on the climate and environment. As most of the literature reviewed the absence of investment would cause hospitality business not incorporate sustainability development (Battaglia 2017; Mensah 2014). This research affirms that employees` attention concerning sustainability development has affected the management`s decisions to work towards sustainable development and evaluated the position to implement sustainability exercises with consideration to challenges and benefits of the implementation which will lead to significant modification into the hotel activities. Qualitative method uncovered relative outcomes with respect to the effects on receiving sustainability exercises in the daily activities embracing which are, sustainability development`s decisions would be influenced by costs related as the primary boundary and challenge. It is vital to comprehend that the utilization of sustainable development exercises includes significant expenses a result of significant changes regarding the current standard system, employees training, and the acquisition of new types of equipment, meaning significant investment. A law should be imposed by Egyptian authorities into the industry for hotels to be more sustainable, environmentally friendly, yet there is no authority's involvement.

Limited interests from external stakeholders and involvement delays the implementation of sustainable exercise in the hotel business however external stakeholders` involvements, guests` interests and buying from local suppliers are significant in the decision making in applying sustainability development Employees` engagement impacts the embracement of sustainability development in the business activities and hotel`s managers established; staff should be prepared, trained and well-equipped to execute the right duties. Consequently, the researcher examined the issues deeper throughout the interviews, observation and the action research as findings emerged through the research Expand the acknowledgement of sustainability development for all the stakeholders, communities, and education is essential for applying and executing the strategy. Another issue was not deeply cover in the interviews such as increasing better opportunities for locals which will be implemented in a later time in the sustainability strategy for the hotel.

Sustainable development strategy and action research

This research project started in April 2019 soon after the research idea was approved by the thesis supervisor. The researcher primary idea is to create a sustainability development to apply to hotels operations and to be a business plan and rout for future implementation in different hotels—the project started by using action research into the fieldwork. Observation stage one was utilized to collect data about the main problems and to adopt these data into the planning stage of action research to create the strategy. Details of the procedures and process are confidential and sensitive to the hotel`s business. Below is the first part of the strategy formation, which will be merged with the following part to create the strategy.

Plan (**the procedures).** Collect observation data, analysis the data and transfer it into a plan to create phase one of the strategy. The strategy will be applied to most of the hotel AM department included, kitchen, restaurants, bars, front office, housekeeping (rooms and public areas) delivery areas waste management areas and staff accommodation. At this stage, a certain procedures and process were created to be implemented in the operation into most of the hotel department including staff accommodation.

Act and observe (how to deliver the procedures). The plan procedures put into practices to achieve the highest standard sustainability development. Achieving social, financial, and environmental benefits were the main goals of these practices. Details notes, feedback and reports were created, and reporting system was developed by the research to assist the front-line staff to deliver their duties the requires work correctly. The mangers and top management as well the researcher (for a limited time) were the observers to maintain the accuracy of the strategy. Analysis the feedback forms and the reports were crucial at this stage to provide guidelines and direction for the next stage and to assure the success of the strategy.

Reflect (modification) According to the data finding and analysis from the observation (stage 2), and through feedback from the front-line staff, a modification for the strategy procedure was made for the work and duties suitability. For examples, change in the material used, equipment, newsletter massage to guests, timing, personals, buying process. At this stage, documents were created to become a strategy filling system and part of the strategy. The strategy will review through the feedback often to do any adjustment as required but it is recommended by the research that the modification should be limited to 4 times per year to reduce the cost of training and adoption from the frontlines staff. There is alignment between action research and creating strategy stages which the researcher explains in the next part and by emerging both in one direction, the creation of the strategy and implementing it into the hotel practice. The researcher has facilitated all the research tools during the study period (13 months) and emerge them with work experience, study filed visits notes and the academic research to achieve the aim and the research goals of this study. Utilizing the findings to formulate and create a sustainable development strategy/plan was the way forward in the research. Limited sustainable practices in hotel AM operation outside a framework or plan was a starting point to plan the future strategy which will aid the hotel to plan its future sustainability work, efforts and upward the hotel growth and competitive market position. Yet the proposed strategy could be an example and beneficial for other hotels in the region and internationally to be adopted.

5.2   Sustainable development strategy – Hotel AM

A strategy is a; long time plan for achieving something or reaching a goal, or a detailed plan for achieving success in situations according to the Cambridge dictionary.
The researcher has proposed a systematic framework to integrate a set of actions into Hotel AM`s operation and services.

In this chapter, the researcher presents the main pillars of the strategy according to the research`s findings, field visits and actual practical works in Hotel AM operation in the last 11 months (to be continued by the hotel`s team).

The researcher and the management team will work on two specific areas, which are:

To start, prioritize budgetary, ecological, and sociocultural issues connected to the hotel activities and will handle activities, concerning sustainability development.

To impact different stakeholders to share, shape and guide the strategy's activities for broadly flow the results, and get an answer at whenever conflict would raise.

General Explanation: an explanation of sustainability development was recommended and proposed for acknowledgement and comprehension from the teams to lessen the dismissal, con, the researcher has facilitated all the research tools have been used during the study period (13 months) and emerge them with work experience, study filed visits notes and the academic research.

Indicators: Creating a framework or utilize the existing framework to set a norm of conveying the obligations as a component of the sustainability strategy's activities. Hotel AM having its feedback framework and will be altered and actualized into the strategy and audit by the strategy's team and the researcher. It will be accomplished by collective work between the researcher and the management.

Motivation: Encourage cooperation between hotel`s departments and teams to realize the strategy`s goals and facilitate the information/ discussions, skills/knowledge related to sustainability strategy/plan.

Inspire teams to promote the strategy internally and outside work, as the researcher cheers them by repeating" say what you do, speak about sustainability".

Acknowledgement of colleagues, participates and accomplishment of team members efforts and adoption to change to deliver and achieve the hotel and the research(strategy) goals and awareness of the project.

Rewards as a component of the strategic objectives, accomplishing a decent norm of CSR, especially between employees, offers rewards and incentives will enhance the sustainability's work and practices.

Assets efficiency: identify the available capital and resources to deliver strategy actions. Lack of financial capital emphasized the use of the human capital and put the team and the researcher experience in a great test/ challenges to utilize the available resources for the strategic actions and to prove the affordability to implement the practices.

These steps would be accomplished efficiently by providing systematic/ structure information and training and share duties (actions/ part of the strategy). Once these steps have perceived/ agreed in the time framed was proposed execution into the strategy`s action started.

5.3   The strategy, creation, and implementation

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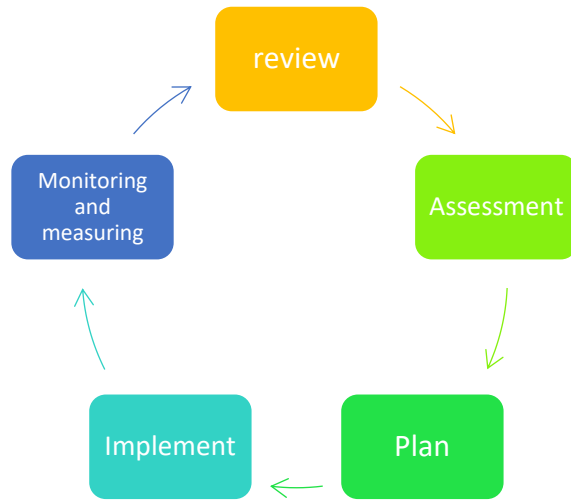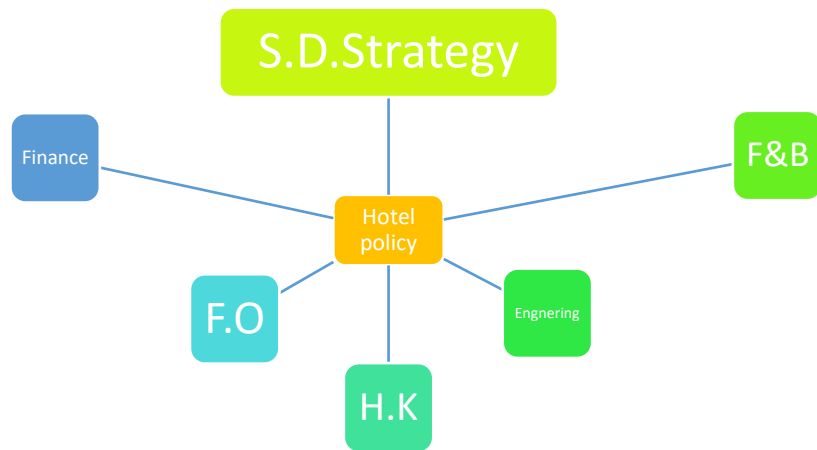
operation.

5.4 Evaluation and trustworthiness

An excellence examination is one in which a researcher shows trustworthiness in the data collection and examination`s cycle. The author must be unbiased regarding the data collection and give straightforwardness, responsibility, and force. This part of the research complements the Trustworthiness, chapter 3. Trustworthiness is pivotal in qualitative research to convey quality examination and incorporates four quality: credibility, transferability, dependability, and confirmability, which will be explained. – The researcher guaranteed the transferability by giving a very much itemized clear depiction of the research setting and the themes that emerged from the data outcomes. The research must incorporate point by point depictions so others who were not a part of the research can peruse and understand the findings and partner with their own insight (Cope 2014). Transferability happened and transpired by giving well-itemized portrayal, and description of the participants' statements was done to be conveyed and distributed to different environment.

Transferability is another concept to utilized in the research to exhibit in the trustworthiness of the research measure.
Confirmability, the researcher established a cycle during the data collection to ensure the confirmability by recording the interview, take notes in Arabic, and before the end of any interview, checks must be done. The second step, translate, read, reread to find any potential bias, and prepared to create themes. And finally, deep reading for the translated data and notes for further clarification. That demonstrate that the qualitative data is confirmable by guaranteeing the data is only the reaction of the interviews' members and not the researcher as Cope (2014) indicated. Confirmability is like dependability, both incorporate the capacity to keep up review documents, reports, and notes from reflexivity diaries that researcher can use for reverifying the data through the research.

Dependability, to guarantee dependability of the research the author maintained the notes, documents, and other records collected during the interview process. The researcher used note pad (dairy) to help keep track of my written notes description and any raw data gathered, Dependability, in that case, takes into consideration the notes and transcripts (from the researcher note pad) during data collection. The author used a mobile and a note pad to help keep track of notes (raw data and sorted data) and to create codes/ notes and different categories of the transcribed and translated data. Utilization of triangulation added to the dependability. Cope (2014) indicated that triangulation involves using multiple methods in the data collection process. To ensure dependability, researchers can pull information from reflexive journals, the literature review, and other means of data collection. To ensure dependability, the author used a journal/ dairy to aid in notetaking, a mobile phone (for recording) during the interview sessions. Translation notes from the original notes and confirmation make from the participants to confirm the notes were made directly after interviews. A study is dependable if another researcher can replicate the findings and use them in a similar setting as Cope (2014) indicated.

Credibility, it is crucial to improve the credibility and trustworthiness in the research by utilizing various approaches to guarantee the exactness of the data collected. The researcher allows the participants to examine the collected and translated data before the end of every interview to reflect the correctness of the outcome and the credibility of the data. Another action that I utilized was organizing or outlining (bracketing) own biases and experience of the subject researched. Credibility demonstrates how an author can make the data gathered convincing, accurate and precise (Elo et al. 2014).

The expert panel evaluation, invited by the author for the worthiness of the research affirms the relevance and importance for the independent hotels from all size and budget. The research will exceed Hurgahda, Red Sea frontiers to become international. The increases pressure internationally for sustainability development exaction, particularly in hospitality and independent hotels are in great needs of affordable guidelines and plans. Eighty Egyptian hotels were

awarded as a green star hotel will encourage more hotels in Egypt to move forward for applying sustainability into business, hence the costs and affordability of adoption.

Hotel AM by implementing the strategy will be an innovative and leader to inspire other independent hotels in the region.

The reliability of this research is established by the researcher's efforts to achieve excellence research which require great sacrifices, time spent, and financial commitments to achieve the research goals. The adoption of qualitative research demanded a clear view of the research problem, recruit participants, observations and mostly field visit and practical work. Translate the data from Arabic to English and clarifying the data for analysis necessitate time and commitment. The research applied different strategy to conduct the interviews and carry the observations to achieve a great degree of reliability

Sincerity, the researcher has presented the limitation of the research and the challenges has faced during the research, referring to the sincerity of the research as well the researchers have done all the efforts to follow the guideline for citation and academic writing by XAMK. Sincerity is referring to honesty in the research setting

5.5   Examining the research success

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Name	positions and experience	feedback	Method of contact
M2	Manager hotel AM	Positive feedback, further future work	Through commissioning comapany
M4	Manager hotel AM	Positive feedback, further future work	Through commissioning comapany
Hassan Jaber	Branch General Manger	Positive (see Appendix xxx)	Email/telephone
Walid Fathy	Front Office Manager, Blue Lagoon Resort,Hurghada	Initial / proposed work agreement	Email/telephone
Professor Harold Goodwin	Lecturer University of Leeds, Responsible Travel- World Travel Market	No response yet	Through LinkedIn
Murtaza Kalender	Turky Travel Shop-CEO, Istanbul Tourism Association, International Eco-Tourism Socity	Positive with consideration of competition/ initial future partnership	Email
Alain St Ange	Former tourism minister of Seychelles / African Tourism Board president	No response yet	Email
Ersin Cosan	Business Development Manager,Heysem Travel,Turky	Positive/initial partnership	Email/telphone

Role of the researcher

The researcher role was the changing agent and the expert to design/plan, delegate duties to employees and drew the future vision of the strategy. Lack of the expert role and advice was one of the challenges to adopting sustainability practices, however, the researcher steps forward to overcome that challenge and considered it as an opportunity by up-scaling the research partnership among the commissioning company, the researcher and hotel AM which will benefit and complete triple aims of creating a sustainability strategy among hotels and hospitality industry. A crucial part of the investigation to be taken by the author and was a key element for the study. By upscaling the development of the strategy, obtaining work momentum, and gaining positive feedback, the strategy regarded as an affirmative route to sustainability development.

The author was to conduct semi-structured face-to-face interviews with five hotel managers, recorded, noted the interviews to collect data and watch the participants in their actual environment. The author utilized a mobile device for recording and dairy for notes taken, which assisted with reporting the members' practices during the examination cycle and their responses when reacting to the inquiry's questions. There was no bias carry to the research as the author`s duty was to stay un-biased in the interviews and observations cycle and gave attention to the data collection process and guarantee that isolated own experience. The author did not have any earlier associations with the participants. The connection between the author and participants was enlightening during the data collection, as Bradfield (2013) referenced. The aim was to utilize a qualitative method to create a sustainable development strategy/plan for hotel AM. The strategy/plan

was to deliver successfully and was examined to achieve the aim and objective of the research.

5.6 Implications

The research applied qualitative method and utilized observation for 3 independent hotels in the Red Sea in the first filed visit and with total focus on Hotel AM in the second field visit, interviews with five hotel managers (Hotel AM) and action research. The research examined and investigated the sustainability development in independent hotels in Hurghada, The Red Sea. The findings raised essential findings and points for the research audience and readers. First explanation of the sustainable development in independent hotels in the area. The ecological activities were partly sustainable hence are very limited. The findings explained these activities focused on utility usage reduction, recycling and waste control and buying from nearby businesses if available.
Owners and management should be ready for challenges they will be confronted by to execute a sustainable development activity in an independent hotel in Egypt. The examination found the main challenges as identified through interviews and observation, were the main obstacles to delay of sustainability development executions.

The research concluded these challenges as; no law to regulate sustainability development or enforcement from authorities, guests interest is very low, absence of hotel association role, deficiency of human experts, absence of community and public acknowledgement and finally the greatest challenges the lack of investment. The lack of investment could be the maximum risk for independent hotels to implement the sustainable development plan. The fundamental part of the findings has strengthened the direction of this project/research to answer the research question and achieve the aim of the study; creating a sustainable development strategy in the other hand to satisfy

the commissioning company and Hotel AM. Also, improvement to the hotel performance by executing the strategy.

The finding added few proposals while executing the strategy which could be fulfilled, these are: (1) Authorities (central or local) backing such schemes or plans by assigning stimulus packages and fewer duties or tax. (2) Expanding acknowledgement for communities, and the public to maximize the awareness of sustainability development. (3) Support by national banks to provide fund, investment, and financial resource. (4) Alliance and hotel association guidance. This research highlighted the top priorities for the industry to act towards sustainability development implementation which continuously will enhance hotels reputation, guest`s satisfaction, employees` recompense, grow profitability, superior market position and create a prosperous relationship with locals.

However, restricted embracement of sustainability development practices by hospitality industry was referenced by recent investigation (Chung and Parker 2010; Kim et al. 2017).

One of the keys goals of this research has been to give suggestions to stakeholders on how to create and benefit from sustainability development environmental exercises in the Egyptian hospitality industry.

This research will provide a chance for independent hoteliers to develop a framework into a practical operation`s changes and hotel managers could have the option to plan their training and education programs around the results introduced in the research on sustainability activities. By understanding the significance of sustainability exercises and its advantages, hotel managers could build their operation's improvement and contribute emphatically to the prosperity of locals in which hotels operate.

Finally, the authority could gain by adjusting their present strategies intended for hotels. They could utilize the data to make changes to the grants expected for business tend to apply sustainability practice. As there is a gap in the literature in how independent hotels in Egypt can implement sustainability in their operations, this research could add to bring awareness in how to adopt sustainable practices into hotels policies and plans.

Answering the research question, aim and objectives

The research question is how to create and pilot a sustainable and environmental development strategy in independent hotels in Hurghada, the Red Sea, Egypt? Observation, stage one was the first step towards answering the research question. During that stage, the researcher has established the research problem followed by formulating stage one of action research, planning. Observation and planning stage of action research lead to better understating to the situation and problem in hotel AM. The qualitative method was justified as the research method to provide the answer to the research question. The researcher accordingly starts to which direction the interviews will go and focus on the important issue to assist the researcher in the formulate the findings into a strategy. That was phase one of the field visit as well as the data collection.

Consequently, the researcher and the hotel management create a sustainable operation strategy to apply to the hotel AM`s operation, and the interviews started. Observation stage 2 lead to the second and third step of action research. At those stages, the researcher and the hotel management made the necessary modification to the sustainability strategy to achieve the main research goal and aim. Through the previous step, the research has developed and created a set of sustainable development actions, implemented into hotel AM operation, reviewed the strategy, modified, and established a policy for the hotel to apply the strategy. The research steps are utilized, observation stage one, action research stages (planning-acting& observe -reflect), interviews with key players in the hotel AM and finally, observation stage two. Through these stages, the researcher answers the research`s question, how to create a sustainable development strategy in Hotels in Hurghada, the Red Sea? In line with answering the research question, this research has achieved its aim by creating sustainability development strategy and implementing it into the hotel operation. Identifying the key principles of sustainability merge and apply them into the hotel operation, and clearly explore the benefits of the implementation of the strategy, are the objectives of this research. The findings have distinctly demonstrated and revealed the achievement of these objectives.

The qualitative method was justified as the research method for this study in a previous part of this research and is the correct method to provide the answer to the research question.

5.7 Limitations of the study

In the previous part was mentioned that research had applied qualitative method, supported by interviews, observation and action research to examine the execution of sustainable development activities in independent hotels in the Red Sea. The methodology indicated a few limitations of the study; however, the limitations could look at from a positive angle. The findings provided valuable insights about the current position, challenges and the benefits of executing a sustainable development strategy or activities by interacting within depend on hotel managers and employees and understating their willingness of applying sustainability activities into their hotel. Nevertheless, limitations have occurred. Firstly, only three hotels participated in the study in the first stage(observation and action research) and the focus on one hotel in the second stage (interviews, observation and action research) The hotel AM cannot present all the independent hotel in Hurghada, unbalanced research situation, even though it can be used to generalise findings of this study. It could give more valuable insights if the present study able to collect sufficient evidence as the mangers interviewed presented the industry overview. Having sufficient or more respondents able to conduct further analyses to be executed to derive the most important insights and understanding.

The second limitation is that only five participants consented and agreed to participate in the second stage of the data collection process, by taking part in semi-structured (in-depth) interviews. Therefore, the findings from conducting the five interviews were used to generalise the sustainability development issue in the hotel industry in Hurghada. More participants should be acquired and recruited in the future to investigate the issues deeply. Robust data should be gathered to explore further the sustainability practices in hotels in Hurghada Red

Sea by recruiting more participants. Therefore, a substantial number of participants are required to assure the richness data (Morse 1994).

However, the researcher took measures to reduce the limitation by examining the study through practical field work and travel industry experts and professionals, while directing this research do not adversely impact the usefulness, principals and the contribution of this study. The practical work of this study, field visit (observation and action research) and creating a sustainable development strategy in partnership with the commissioning company and hotel AM, will allow the findings to be accepted.

5.8   Recommendations for further study

The research has focused on the situation of sustainable development practices, and its impacts on independent hotels in Hurghada, the Red Sea and the outcomes has explained a few challenges and benefits. However, the limited time and resources, the research has not examined customers satisfaction, employee's engagement neither the sustainability measurement. It is suggested for future study recommendation to explore the below topics.

Star rating and ownership of the hotel is critical point and need further investigation and study as each star rated hotel has its own structured management and plans which will influence the execution of sustainability.

In first chapter of this study was mentioned how tourism is important for the Egyptian economy and hotels are big part of the tourism industry and the Egyptian economy. Further research should explore how much the hotel industry added to the Egyptian economy nationally and locally, and how sustainable development will be a significant part of that success, where hotels are operated. Quantitative method, as well as qualitative method should be used. Investigating further the hotel performance in relation to sustainability before implementing and after from quantities point of view

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And finally examining wider population of participants and observing employee's engagement, stakeholders' connections and impacts, leaders' attitude towards change, partnership with local education institution and last the relationship with locals and communities. Proposals for additional research will focus on the hotel industry with a specific spotlight on the profiles of hotels as the researcher suggestion is to examine the various character of hotel ownership, in particular; independently owned, size of the property, chains and franchised properties.

5.9   Concluding remarks

The hospitality industry in Egypt can keep working competitively without hurting the environment, and furthermore increment the organizational performances.

Sustainability development influences numerous features of the hospitality industry, from generating long haul financial related execution by creating sustainable incomes and decreasing operating costs and expanding revenues. By implementing sustainable development local and national gains could be realized, and the hospitality industry should look at this by a positive attitude. Egyptian hotels need to change their present practices.

The aim of this research to create a sustainable development strategy in an independent hotel in Hurghada, the Red Sea, the research has developed and created a strategy which is applied by Hotel AM in Hurghada, the Red Sea. Set of actions were proposed for the execution as part of the strategy. However, due to COVID-19, the research could not travel to Egypt to develop the final part of the strategy, the valuation and examination part of the strategy. The commissioning company will carry on the final part as agreed by phone with the researcher. The commissioning company has approved the success of the project by confirm a reduction of 6% of the total costs per guests and increase the total revenue per guest by 5% in hotel AM, better employees engagement, better social and environmental place and more evaluation regarding guests satisfaction in the near future.

The commissioning company has expressed its appreciation for the university-XAMK and for the researcher.

The researcher has faced many challenges during the 12 months research to achieve the goal of this study; however enormous support from the thesis supervisor kept the researcher and the research in the right track to success.

And a final acknowledgement to my wonderfully supportive, encouraging wife and my kids and my family who played a great role to deliver this project.

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Informed Consent

XAMK University-Finland

Creating a Sustainability Development Strategy

Researcher: Ali Mohamed Ali

<div align="center">

Consent form

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This project is being conducted by a graduate student, as a requirement for a master's degree in business administration.

You are being invited to participate in a research project that seeks to explore the extent to which sustainability is integrated into hotel strategic business processes. The questions posed during the interview ask you to provide thoughts, comments, and opinions on issues of hotel sustainability and strategic planning. This Interview is expected to last no longer than one and a half (1.5) hour. I will record the information by taking notes and using an audio recorder. Choosing to participate or not will have no effect on your employment or advancement. Research findings may be used commercially in the form of articles, books, or appearances. Research results will be published in the form of a thesis. A document summarizing key research results will be produced and disseminated to participants. Benefits to participants include: (a) an opportunity to share thoughts, opinions, and perspectives on business strategies and sustainable hospitality, (b) the development of business strategies, and (c) the possible development of managerial skills in the area of strategic planning. No conflict of interest has been noted other than perhaps a sense of obligation on behalf of participants to take part. No such obligation exists within this research. Participation or non-participation is a confidential matter and will not be shared. Before proceeding I will answer any questions you may have. I agree to participate as a member of this organization by responding to questions in a telephone or face-to-face interview.

1. I am over the age of 18 years old.

2. I have the right to withdraw at any time for any reason from participation in the project.

I understand that I can, at any time, have any information provided to the researcher removed from the study.

3. I understand my involvement in this study will consist of answering questions in a telephone or face-to-face conversation.

4. I understand that the research findings may be used for purposes other than the specific research question where the researcher finds it appropriate to do so. These may include academic articles. I understand that the Information collected will be done confidentially and not contain any participant identifying information. Data will be kept under secure circumstances using passwords and/or mechanical means. A cross-referenced list will be maintained by the researcher to ensure the confidentially of data. This list will be held securely through the use of passwords or other mechanical means as appropriate. The researcher will endeavour to ensure that no harm will come to me through my participation in this project. No deception will be used in this study. By signing below I agree to these conditions. _____ (Name) _____ (Date) For further information regarding the purpose and methods for this project, please do not hesitate to contact:

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Action

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