

# CITY TOURISM AS A RECENT TREND FOR ACHIEVING SUSTAINABILITY AND CREATE A COMPETITIVE ADVANTAGE OF ALEXANDRIA CITY

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## ABSTRACT

City tourism is considered as one of the fastest growing travel segments worldwide, and one of the most important tourist patterns that can bring substantial benefits to cities, the main purposes of this research are: promoting the pattern of city tourism in Alexandria city to be a tourist destination for international tourism, create a competitive advantage to the city by exploiting the cultural, civilizational and tourism components of the city of Alexandria in tourism marketing, achieving economic and social benefits from this important pattern, recovery from the negative impacts of crises after a period of political and security instability in Egypt and achieving the sustainability in the long run.

A mixed method approach involving quantitative and qualitative methods was used. Tools for collecting data: Primary Data gathering by questionnaire, Several statistical tools were used to process the questionnaire, the population of the survey includes a sample of executive directors and marketing managers of the tourist companies, tourist investors, tourist experts in tourism industry and official tourism organizations in Alexandria to know their opinions about the most important challenges affecting City tourism in Alexandria, and their proposals for marketing Alexandria as an international tourism destination through city tourism pattern.

The search has reached to the fact that although Alexandria is a cosmopolitan city and has many tourist resources, the city faces several challenges that must be faced to optimize its components and attracting international tourism and achieve competitive advantage again.

Therefore, the study presents an action plan with important recommendations to the responsible to be applied in the coming period and achieving the main purposes of the study.

**Keywords:** *City Tourism, Competitive Advantage, Sustainability, Alexandria*

## INTRODUCTION

During the last decade city tourism is gaining importance for any tourism organization and cultured institutions in Europe, Asia and America (WTO, 2005), and considered as one of the fastest growing travel segments worldwide, where more than half of the world's population lives in cities today, and by 2030 an estimated five billion people will live in urban areas. (Bock, 2015).

City tourism recorded significant growth, (+58%) between 2016 and 2014 and it represents (20%) of international tourism. It causes increasing in the world tourism arrivals by (+47%) in the period (2009-2013), so it is considered as one of the fastest growing travel segments worldwide (WTO, 2015).

The increased growth in city tourism will have a positive economic affection and create a competitive advantage for these tourism destinations (WTO, 2005), because

tourism is a very important element in all policies related to urban development, it is not just a strategy to provide a competitive product to meet visitors expectation but a way to develop the city itself, provide more and better infrastructures, promotion to the tourist destination, and conservation to the tourist and natural resources to achieve great benefits ultimately for both tourists and residents (WTO, 2013).

This study is based on how to take advantage of this tourist pattern, which brings many benefits to the host cities, but on the Egyptian tourist destination, which has unique tourism potential and competitive advantages can put it among the largest international destinations, especially if the new and innovative marketing campaigns are used in tourist marketing of Egyptian tourist destinations in a way that includes all forms of modern tourism. Unfortunately the official tourism agencies and the private sector is still unaware of the concept of city tourism and how to exploit it in tourism

marketing in Egypt, in spite of the need of achieving of several economic and social benefits, tourism recovery and attracting more international tourists, especially after the period of political and security instability from the 25th January revolution till 2017 that has seriously affected the ability of the tourism industry (Morsy et al., 2016) to achieve the desired success and ability to face strong competition from its neighboring tourist destinations in the Mediterranean region, as well as its ability to achieve sustainable development and the preservation of the environment.

The current study is considered as one of the rare studies that shed light on the importance of city tourism in marketing, the Alexandria city internationally, achieving the competitive advantage and sustainability to the city, especially in light the availability of natural, historical and tourist resources that enable the city to become a distinct city in this pattern.

To achieve the objectives of the study, the study was based on the analysis of the components of city tourism and its availability, as well as presents the swot analysis of the tourist activity in the city and importance of city tourism in increasing the international tourism activity in Alexandria. Also, a questionnaire was used to know the opinions of the study sample about the most important challenges affecting City tourism in Alexandria, and their proposals for marketing Alexandria as an international tourism destination through city tourism pattern.

## LITERATURE REVIEW

City Tourism or (Urban tourism) is considered as an immature field of research, until the 1980s the academic literature on urban tourism was very limited (Darcy and Small, 2008), thereafter, urban tourism started to become an integral part of tourism studies and has grown rapidly in parallel with increasing attention to regulate the negative effects of tourism in historic cities (Bellini & Pasquinelli, 2017).

Specialized literature does not provide a widely accepted definition for city tourism. However, there are common factors among different authors on including the concept of tourist, excursionist and delimitation of the urban area (Cazes & Potier, 1996) referred city tourism as the movement of tourists in cities of at least 20,000 people outside their main residence, subject to remaining at least one night at the destination and the tourist movement to less than 24 hours in the urban area, provided that the travel distance to be at least 100 km (Cazes & Potier, 1996). Also, WTO (2013) considered that city tourism referred to trips taken by

travelers to cities or places of high population density, the duration of these trips is usually short (from one to three days), therefore it is considered as short-breaks, Low cost flights make short city breaks at affordable prices possible for growing amount of visitors that choose cities for their short vacations or week-ends (WTO, 2010).

But it is remarkable that these previous studies are too narrow in their view, because city tourism-or urban tourism- is not chosen only for weekends, besides duration there are other features that distinguish city tourism such as study and other authors who pointed out that city tourism characterized from the other types of tourism by a sphere of extremely wide coverage (WTO, 2016/2017). Leisure time (the holidays) in the cities are the places to visit them and to conduct activities of a very diverse nature, such as visit to relatives, meeting friends, watching shows, exhibitions, etc., (Minciu, 2004), hence the city has become the center place for a wide range of tourism activities, which bring innumerable benefits to hosting communities, so the municipalities are increasingly concerned with the organization of recreational areas, conservation and protection of the touristic objectives in order to attract a large number of tourists (Stefania *et al.*, 2009; Khalifa & Abou-Shouk, 2014).

From this point of view, the study consistent with the comprehensive meaning, the importance and the elements of city tourism are as follows:

### A. The Meaning of City Tourism

**Urban Tourism:** This is the interference of the various major types of tourism for the urban areas, such as: cultural tourism, business tourism, shopping tourism, sports tourism, visits to relatives and friends. Also, the leisure tourism, with importance to the economy of tourism in this area (Stefania *et al.*, 2009).

**City Tourism:** All attractive tourist resources in the city are to attract visitors and residents, which are intertwined with multiple patterns of tourism, contribution to development, and new urban areas (Garbea, 2013).

### B. The Importance of City Tourism

1. City tourism is chosen for a variety of reasons, including leisure, business, shopping, conference attendance, etc., not only for leisure.
2. City tourism is one activity among many economic and social activities with dynamics of competition for resources between tourism and other socio-economic activities because it shares skills and resources with them. (Bellini & Pasquinelli, 2017).

Therefore, it creates a necessary engagement between tourism and multiple public and commercial organizations with varying levels of involvement with tourism from the public and private sector in urban areas (Edwards, Griffin & Hayllar, 2008).

3. City tourism is a unique type of tourism that effectively manages the city with objectives of improving its competitiveness and quality of life for its citizens through making long-term policies of sustainability, innovation and technological advances in cities (WTO, 2013).
4. City tourism works to connect people, create cultural relations, opportunities and cultural exchange (Heeley, 2011).
5. Improving the city's tourist image and providing added value to the local community.
6. Placing cities on the tourism map to attract a large market for its accessibility (Bock, 2015).
7. Developing urban cities, improving the conditions of the community and providing a competitive product that meets the expectations of visitors (WTO, 2012).
8. Achieving environmental benefits such as protecting and preserving the tourism components of the city (Heeley, 2011).
9. City tourism helps in shortening recovery time from terrorism economic shocks, in cities that have compared to the near to past, and to another types of tourism because of the implementation of disasters recovery programs and risk management procedures in cities to overcome the negative effects of crises in tourism sector (World Economic Forum, 2015).
10. Increasing Government tourism investment in marketing, support infrastructure and metadata such as roads, facilities, vacations, cultural facilities, and conference centers (Heeley, 2011), the figure 1 below summarize the Importance or City Tourism as follows:

**Figure 1: Importance of City Tourism**



Source: Adapted from WTO, 2013

**C. Elements of City Tourism:** City Tourism needs a lot of elements which play an important role in increasing tourism attractiveness, and increasing the curiosity of tourists to visit cities, these elements consisting of **Primary elements** which belong mainly to the public domain and include mixture of attraction considered unique, like cultural and artistic facilities, sports facilities, cultural events intended for entertainment and leisure, **Secondary elements** which include a range of urban facilities that complement the tourist experience (for example, hotels, restaurants, transport facilities, and so on), (Avgoustis & Achana, 2002) and the last group **Additional elements** that are designed to facilitate access to primary and secondary elements through accessibility, existence of tourist information offices, leaflets, maps, etc. (Garbea, 2013). The figure 2 below refers to components of city tourism in details:

**Figure 2: Elements of City Tourism**

PRIMARY ELEMENTS	
Facilities for activities	Factors of leisure and relaxation
<b>Cultural facilities</b> - Theatres - Concert halls - Museums and art galleries - Exhibitions - Cinemas	<b>Physical characteristics</b> - Historic streets - Structures of interest - Religious buildings - Parks and green areas - Rivers, channels - Ports
<b>Sports facilities</b> - Stadiums - Multipurpose halls	
<b>Leisure facilities:</b> - Casinos - Night clubs - Organized parties	<b>Socio-cultural characteristics</b> - Language - Customs and traditions - Security
SECONDARY ELEMENTS	
- Hotels and restaurants - Commercial facilities - Markets	
ADDITIONAL ELEMENTS	
- Accessibility and parking facilities - Presence of facilities created for tourism purposes - Information offices, tourist guides, etc.	

Source: Garbea, 2013

**D. Tourism in Alexandria City**

Alexandria is one of the major cities on the Mediterranean Sea and plays an essential role in Egyptian economy and cultural life as the country's oldest and largest port, the city stretching along a coastline of about 70 kilometers to the north and Lake Marriott to the South. It is the Egypt's second capital by its location and importance, there are more than 5.1 million inhabitants in 2015 (Alexandria Governorate, 2014). Alexandria acquired a unique place in history as a cosmopolitan city and as a cultural landmark (Alexandria CDS, 2007).

Alexandria is considered as the most important summer tourist destination for Egyptians, receiving almost 2 million of Egyptian visitors every year. Yet, the number of foreign tourists visiting Alexandria was less i.e., 2% of

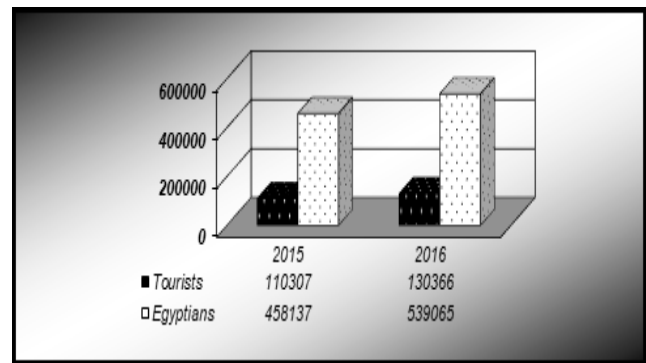
the total foreign tourists in Egypt (207.088 tourists) (SIS, 2018; Badran & Khalifa, 2016; Abd-Elaziz *et al.*, 2015) with an average stay of 1.7 per day, which is not relating with its huge tourist resources (Alexandria CDS, 2007), specially the great historical and cultural resources which considered an important motivation for tourists and Egyptians to visit Alexandria city. The table 1 and figure 3 below refer to the increasing percentage in number of visitors to main sites & museums in Alexandria city for tourists and Egyptians in 2016 as compared to 2015 (WTTC, 2017).

**Table 1: Visitors to Main Tourist Sites & Museums in Alexandria City**

Visitors	2015	2016	Percentage
Tourists	110307	130366	+16%
Egyptians	458137	539065	+15%

Source: Regional Authority for Tourism Promotion, 2017

**Figure 3: Visitors to Main Tourist Sites & Museums in Alexandria (2015-2016)**



Source: WTTC, 2017

**E. SWOT Analysis of Tourism Activity in Alexandria City**

The table below refers to strengths, opportunities of the tourism activity and the important challenges and threats that faces it in detail (refer to table 2):

**Table 2: SWOT Analysis of Tourism Activity in Alexandria**

Strengths (+)	Challenges (-)
Proximity to European and Arab Tourist Markets. A Cosmopolitan city with a great civilization. Moderate climate for practicing many kinds of tourism. Unique archaeological & religious landmarks. Urban parks, prestigious museums. The reconstructions of famous Bibliotheca Alexandrina, its importance in conferences & scientific tourism. Strategic location close to many tourist destinations on the Mediterranean. (Kumar & Hussain, 2015). The suitable beaches for many sports and water competitions. The existence of sports elements suitable for hosting sporting events. Presence of branches of International Tourist and Hotel Companies. (SIS, 2017).	Lack of economic data and tourism statistics on resources. Lack of coordination on the local level, between governorate and central government. Traffic jams in the main streets and city entrances. Lack of lands intended to for future tourism development. Lack of awareness campaigns for the population on preserving the cleanliness of environment & public and tourist areas. Difficult environment to do the tourism investments (multiplicity of laws, administrative departments, lengthy procedures, insufficient public sector resources, and conflicting regulations and/or procedures on (national and local level) (Alexandria CDS, 2007). Need to restore the aesthetic appearance of the city and keep it clean. The need to beautify the tourist and archaeological areas. (El Menshawy, Eldin & Hussein, 2011).
Opportunities (+)	Threats (-)
Development opportunities in Lake Mariott area & the north coast. The presence of developed marine ports ready to receive cruise tourists. An attractive destination for tourism investment because of the big size of local market and the proximity to European and Arab markets. Availability of many resources for establishing different tourist activities. Good incentive plans to stimulate direct tourism investments (foreign and domestic (Alexandria Governorate, 2014).	Increased competition from near tourist destinations in Europe, Turkey. Security instability and repetition of terrorist attacks. The deliberate distortion of the tourist image of Egypt and its tourist destinations abroad. Continued warnings not to travel to Egypt from some foreign countries (Berrada, 2017).

Source: Adapted from Alexandria City Development Strategy, 2007 and references above



## F. Elements of city Tourism in Alexandria City

Alexandria offers all chances for entertainment, culture, business, sports and special events such as:

### (A) Primary Elements Include:

- **Cultural & Physical Facilities:** Historic and religious landmarks from the Roman, Islamic, Coptic and Jewish periods, number of prestigious museums, many sunken monuments which are more than 4,000 archaeological pieces like the Quit bay Fort site, the eastern port, Abu Qir and north west coast, the churches and mosques, the great Bibliotheca Alexandrina, Culture centers, Opera, cinemas, Cultural Palaces & Houses, theaters, historic districts, conferences, festivals and exhibitions, beaches with about 24 km long in addition to beaches of north coast, modern landmarks, number of important urban Gardens such as El Montaza Garden.
- **Sport facilities:** 4 Sports Clubs, 2 diving centers, 3 stadiums (the most important of them is Borg El Arab Stadium, the largest stadium in Egypt and the second largest in Africa) (Alexandria Governorate, 2014).
- **Leisure facilities:** Many casinos, night clubs, organized parties in historical places and north coast.

### (B) Secondary Elements include:

- There are about 45 hotels, categorizes from 1 to 5 stars with approx. 4282 rooms, with general average of occupancy rate 42% (SIS, 2018).
- About 159 restaurants & cafeterias (SIS, 2018).
- Numbers of markets, malls and commercial facilities in most districts of the city (Alexandria Governorate, 2014).

### (C) Additional facilities include:

- **Accessibility:** International shipping lines connect Alexandria port and Port of Dekheila with all ports of the world, International Airlines Borg El Arab Airport, Roads and Railways links of Alexandria with all governorates (Alexandria Governorate, 2014).
- More than 619 Tourist Guides who are capable to speak different languages (Alexandria Governorate, 2014).
- About 4 Tourist information offices & many travel agencies (Alexandria Governorate, 2014).

## G. The importance of city tourism in increasing the international tourism to Alexandria City:

The Governorate of Alexandria and the private sector is very keen on developing the International tourism to Alexandria by:

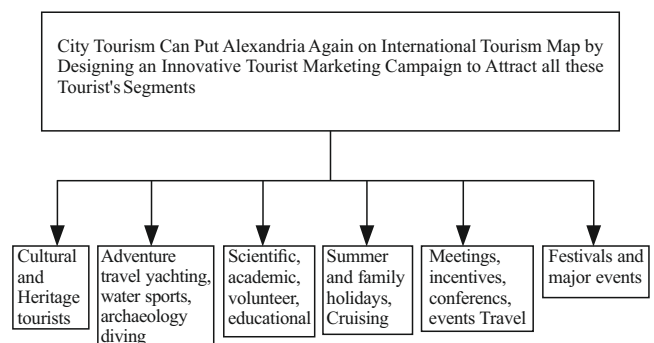
- Attracting more segments of foreign visitors.
- Expanding employment opportunities, through investments.
- Increasing the tourist activity in Alexandria.
- Managing main resources of Alexandria city in a sustainable way to improve the quality of life for tourists and locals (Alexandria Governorate, 2014).

City tourism can achieve lot of benefits to Alexandria city through drawing a variety of tourist segments if the appropriate mix of services, infrastructure, policies and marketing schemes are provided, and the priority tourists segments are envisioned to include:

1. Cultural and Heritage tourists.
2. MICE (Meetings, Incentives, Conferences and Events) travel.
3. SAVE (Scientific, Academic, Volunteer and Educational) travel.
4. Summer and family holidays.
5. Cruising.
6. Adventure travel (yachting, water sports and archaeology diving).
7. Festivals and major events (Alexandria Governorate, 2014).

The figure 4 below refers to how can City tourism put Alexandria again on International Tourism map as follows:

**Figure 4: The Role of City Tourism in Increasing the International Tourism to Alexandria**



Source: Adapted from Alexandria Governorate, 2014

**RESEARCH METHODOLOGY**

To achieve the aim of the study, a mixed method approach involving quantitative and qualitative methods was used, quantitative approach based on questionnaire designed to survey the viewpoints of the sample.

**Tools for collecting data:** Primary Data gathering by questionnaire, several statistical tools were used to process the questionnaire, using (SPSS v.22) to reach the required results.

**The statistical treatments used in the analysis of the questionnaire are as follows:**

- Use Likert measurements.
- Use metadata metrics: Frequencies, Percentiles Values, on the five-dimensional Likert scale.
- Use of the coefficient of stability (Cronbach's Alpha) to measure the internal correlation and reliability of the variables used in the questionnaire, the value of (alpha) 0.821 is a high percentage indicates the stability and credibility of the sample and can therefore rely on the results that reached.

**Population and sample:**

The population of the survey includes marketing managers of the tourist companies (categorizes as tourist investors, and tourist experts in tourism industry and official tourism organizations in Alexandria (SIS, 2017; WTTC, 2017).

The study sample includes 85 executive directors and marketing managers, the sample was selected from Alexandria city and the northern coast, using a purposive/judgmental sampling technique to benefit from their great knowledge of tourist activity in Alexandria and their opinions about the most important challenges affecting City tourism in Alexandria, and finally their proposals for marketing Alexandria as an international tourism destination through city tourism pattern.

The questionnaire was distributed through personal interviews and e-mail in the period from 1/10/2017 to 30/12/2017 and the number of (15) form was excluded based on incomplete, incorrect or invalid data for statistical analysis, the response rate (82.3%), considered a very good rate in such studies, as shown in the following table:

*Table 3: Response Rate of the Sample*

The Statement	Number of Forms Distributed	Number of Accepted Forms	Response Rate
Executive Directors of Tourism Companies	19	14	73.6%
Marketing Managers in Tourism Companies	19	17	89.4%
Tourist Investors	23	20	86.9%
Tourist Experts of Official Tourism Organizations	24	19	79.1%
Total	85	70	---

**RESULTS AND DISCUSSION**

Most of the respondents agreed on the Availability of city tourism elements in Alexandria city (41.4%), due to that Alexandria offers a variety of attractions, including important historic and religious landmarks from various periods, festivals tourism, exhibitions and conference tourism, a temperate climate year-round, long sandy beaches, which allow the tourist to practice more activities in the city (see table 4). On the other hand, (8.6%) of the respondents disagree due to many problems that facing tourism in the city.

*Table 4: Availability of City Tourism Elements in Alexandria City*

	Agree Totally	Agree	Neutral	Disagree	Disagree Totally
Frequency	35	29	--	6	--
Percentage	50%	41.4%	--	8.6%	--

The table shows that (14.2%) of respondents showed the agreement, but almost (23%) of the respondents disagreed on Tourism marketing for Alexandria city internationally through city tourism pattern because of many reasons such as:

- The lack of understanding of the local population of this pattern and how to integrate with tourists in many tourist places.
- The continued promotion of the city of Alexandria in traditional methods.
- Non-renewal in the marketing of tourism to Alexandria through new tourist patterns and services.
- Not to employ historical elements such as the graves of the Second World War in the northern coast or the tourism of sunken monuments and other tourist components available in the city in the marketing programs of Alexandria city internationally, despite the interest of tourists in international patterns.

**Table 5: Tourism Marketing for Alexandria City Internationally through City Tourism Pattern**

	Agree Totally	Agree	Neutral	Disagree	Disagree Totally
Frequency	10	37	--	7	16
Percentage	14.2%	52.8%	--	10%	23%

The most important challenges facing to promote city tourism in Alexandria are arranged as shown in the table 6 according to the agreement of the respondents the most important one is **The lack of actions of reviving & conservation to the heritage tourism sights** because many archaeological sites in Alexandria need maintenance, cleaning, re-planning of the regions around them and providing the tourism services, the second challenge is **The terrorist attacks on some places in Alexandria city** which happened unfortunately in 2017, then the **Lack of sufficient budget for tourism promotion** to design tourist campaign to attract the international tourism to Alexandria again.

**Table 6: The Most Important Challenges Affecting Promoting City Tourism in Alexandria (in percentage)**

The Statement	Agree Totally	Agree	Neutral	Disagree	Disagree Totally	Ranking
The terrorist attacks on some places in Alexandria city	32%	56%	6.4%	5.6%	--	2
The need of more hotels and tourists' services for business and recreational visits	35.5%	42.5%	8.8%	13.2%	--	5
The lack of actions of reviving and conservation to the heritage tourism sights	73.5%	21%	5.5%	--	--	1
Lack of cooperation and partnership between public and private tourist organizations	25.1%	39.9%	17%	12.7%	5.3%	8
The lack of action plan for achieving the sustainability, Maintaining the local environment and improving the standard of living for locals	36.8%	38.2%	18.6%	6.4%	--	6
Lack of enough budget for tourism promotion	44.8%	39%	14%	2.2%	--	3
The need of applying immediate solutions to the problems of traffic congestion, parking and lack of transportation	36.8%	43.2%	18.6%	1.4%	--	4
The need for many government agencies approval when organizing and establishing any tourist activity	43.8%	26.2%	18.9%	11.1%	--	7

Regarding the proposals of the study sample for marketing Alexandria as an international tourism destination through city tourism pattern, the respondents showed the highest level of agreement on proposal of Increasing international conferences, exhibitions and special events on different fields, especially with the existence of Bibliotheca Alexandrina and some international hotels and probably to organize many conferences in the city. The second important proposal for innovative tourism marketing is using live broadcasting for historical landmarks, electronic websites and social media through tourist videos and films, then using the fame of sunken monuments and 4D technology movies for tourism marketing purposes.

**Table 7: Proposals for Marketing Alexandria as an International Tourism Destination through City Tourism Pattern (in percentage)**

The Statement	Agree Totally	Agree	Neutral	Disagree	Disagree Totally	Ranking
Increasing international conferences, exhibitions and special events on different fields	49.8%	40.2%	7.4%	2.6%	--	1
Organizing folkloric displays from the popular heritage of Alexandria	29.4%	47.6%	15.8%	7.2%	--	4
Using live broadcasting for historical landmarks, and electronic websites social media through tourist videos and films	37.9%	50.1%	3.8%	8.2%	--	2
Using the fame of sunken monuments and 4D technology movies for tourism marketing purposes	48.7%	33.3%	6.8%	11.2%	--	3
Using the new technologies in public and private tourist organizations for tourism marketing and training the employees	31.6%	40.4%	16.5%	11.5%	--	5
Developing Corporate tourism as: Company meetings, business tourism, incentive travel	34.7%	24.3%	8.5%	18%	14.5%	8
Producing sound and light programs in multiple languages in the archaeological sites of Alexandria	38.5%	30%	9.5%	15.3%	6.7%	6
Developing Recreational and beach tourism to Attract Europeans looking for long-term winter rentals, as well as regional summer vacationers	26.1%	35.9%	5.2%	17.5%	15.3%	7

The funding of the plan will depend on the partnership and cooperation of tasks between the private and the public sectors and the relevant international organizations (as in previous cooperation with the World Bank and the governorate of Alexandria, and a number of civil organizations in the period from 2004 to 2007)( Alexandria CDS, 2007), which resulted in winning Alexandria city many awards in the field of tourism, culture, environmental conservation, environmental health and safety, preparation and beautification of Arab cities (SIS, 2017).

## CONCLUSION

Alexandria city is a cosmopolitan city which is considered to be one of the major cities on the Mediterranean Sea that plays an essential role in Egyptian economy and cultural life as it is the country's oldest and largest port, acquired an unique place in history as an important city rich with all elements of city tourism pattern like cultural & physical facilities such as many cultural, historical, natural and religious landmarks from various periods, in addition to the existence of Sport facilities, leisure facilities and a temperate climate round a year, long sandy beaches, which allow the tourist to practice more activities in the city and repeat his visit more than once a year.

The field study showed the most important challenges that are facing to promote city tourism in Alexandria as: the lack of actions of reviving & conservation to the heritage tourism sights, the terrorist attacks on some places in Alexandria city, then the lack of enough budget for tourism promotion to design tourist campaign to attract the international tourism to Alexandria again.

The proposals of the study sample for marketing Alexandria as an International Tourism Destination through city tourism pattern are: Increasing International Conferences, Exhibitions and Special Events on Different Fields, Possibility to organize many conferences in the city. Using an innovative tourism marketing as live broadcasting for historical landmarks, electronic websites and social media through tourist videos and films, then using the fame of sunken monuments and 4D technology movies for

tourism marketing purposes.

Finally, the study presents action plan with important recommendations for responsible which include mechanisms and practical procedures to be applied in the period from 2018-2022, it presents actual framework to overcome all the challenges that are mentioned in the theoretical and field study.

## RECOMMENDATION

The recommendations of the study are the formulation of a proposed action plan that includes actual mechanisms to be implemented by the Governor of Alexandria in cooperation with the Ministry of Tourism, the General and Regional Tourism Authority, the General Authority for Tourism Development, the Alexandria Security Directorate, the Ministry of Youth and Sport, the Bibliotheca Alexandrina, the Antiquities Museum of Alexandria, the Central Administration of the Sunken Monuments, the specialists in urban planning in the Faculty of Fine Arts and the most important investors in companies, hotels and tourist establishments. The plan is based on achieving the following strategic objectives:

1. Exploiting the many elements of city tourism pattern in Alexandria for developing international tourism.
2. Implementing innovative marketing campaigns based on the unique ingredients of the tourist product in Alexandria.
3. Achieving sustainable development and restoring the civilized face of the city.
4. Facing the challenges and problems that results in attracting the international tourism to the city.
5. Revitalize and preserve the heritage and archaeological areas.

**The following are the main mechanisms to be applied to achieve the Plan objectives which represent practical procedures to promote city tourism pattern and putting Alexandria again on international tourism map:**



S. No.	OBJECTIVES	MECHANISMS		
1.	<b>Exploiting the many elements of city tourism pattern in Alexandria for the development of International Tourism</b>	<ul style="list-style-type: none"> <li>➤ Internationalize the concept of diving tourism and facilitate the procedures of extracting a diving permit which take many approvals from the military intelligence, the Ministry of Antiquities and other places, causing many troubles of divers.</li> <li>➤ Organizing many international tournaments, conferences and tourist events in coordination between the governorate, tourism companies, Ministry of Youth and Sport and the Ministry of Tourism.</li> <li>➤ Opening the Royal palaces such as the Montazah Palace and the Ras Al Teen Palace for tourists who prefer visiting historical and sites of a royal nature.</li> <li>➤ Establishing a marina for yachts and water parks, for adding many activities, of entertainment and water sports to the beaches.</li> <li>➤ Restoring arts to Alexandria city through theatres, organizing concerts and artistic competitions to attract artists and tourists.</li> <li>➤ Supporting the Bibliotheca Alexandrina and its guests coming from all over the world and having universities spread by international agreements and protocols in the field of tourism, culture, science and arts.</li> <li>➤ Supporting shopping tourism by developing the markets and the technology infrastructure to increase the quality of tourism services in the city.</li> </ul>		<ul style="list-style-type: none"> <li>➤ Protecting and improving the environment in the coastal areas, the city center and tourist areas for both visitors and residents.</li> <li>➤ Implementing media campaigns to educate the local population on how to properly deal with tourists and not to exploit or harass them.</li> <li>➤ Applying the deterrent penalties to reduce the phenomenon of illegal construction and unplanned urban expansions.</li> <li>➤ Completing the state's efforts to eliminate all squatter settlements in Alexandria city and being civilized areas instead, such as Bashayer El-Kheir project.</li> </ul>
2.	<b>Implementing Innovative Marketing Campaigns</b>	<ul style="list-style-type: none"> <li>➤ Implementing tourist advertising campaigns in the most important permanent and potential tourist markets depending on various means of technology, drama, visual means and attractive publications to promote the city of Alexandria as a tourist destination.</li> <li>➤ Establishment of direct flights and cruise lines between Alexandria and a few European cities such as the French city of Marseilles, which has already been implemented in the governorate of Alexandria.</li> <li>➤ Implementing all proposals of marketing of Alexandria city as an international tourism destination through city tourism pattern which is mentioned before in the field study.</li> </ul>	4.	<p><b>Facing the challenges and problems that limit attracting the International Tourism to the city</b></p> <p><b>Solving the most important traffic crises in Alexandria and reduce congestion problems by:</b></p> <ul style="list-style-type: none"> <li>➤ Providing more parking, implementing new projects in the field of public transport, establishing the new trams and bus routes, establishing the mass transport network aimed at facilitating transportation from Alexandria to Burj Al Arab region, developing the Mahmoudiyah axis and other new axes which are connected to 8 traffic axes contributing very significantly.</li> <li>➤ Increasing tourism supply to attract more segments of international tourists as (business tourism, yacht tourism, sports tourism, sunken monuments tourism, conference tourism).</li> <li>➤ Increasing the accommodation facilities and services for business and recreational visits.</li> <li>➤ Implementing the new investment law to eliminate all the obstacles mentioned previously in SWOT analysis and facilitate all procedures of tourism investment.</li> <li>➤ Offering the unexploited land for hotel and tourism investment after conducting complete feasibility study to overcome the problem of lack of available land for tourism development.</li> </ul>
3.	<b>Achieving the sustainable development and restoring the civilized face of the city</b>	<p><b>Improving the local environment through:</b></p> <ul style="list-style-type: none"> <li>➤ Development of building facades-             <ul style="list-style-type: none"> <li>○ Design of safe and quick ways to dispose waste.</li> <li>○ Enforcing strict laws to confront environmental pollution in all its forms.</li> <li>○ Encourage the investment in waste recycling.</li> </ul> </li> </ul>	5.	<p><b>Revitalize and preserve the heritage and - archaeological areas</b></p> <ul style="list-style-type: none"> <li>➤ Developing the infrastructure of archaeological and tourist areas to be revived and accessible such as Kom El-Shoqafa, Pompey Pillar and the Roman Museum, and treat them like Al -Moez Street in Cairo.</li> <li>➤ Cleaning and purifying water in the areas of diving and removing the sewage sludge, all the wastes of the factories are found in sunken monuments regions in Eastern Port and Abu Qir.</li> <li>➤ Implementing the development plan of Alexandria Governorate to revitalize the old streets of Alexandria with historical value and developing many parks of an archaeological nature such as El Montaza and El Shallalat Gardens.</li> </ul>

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