STRATEGIC PERFORMANCE MEASUREMENT AND BALANCED SCORECARD APPROACH IN EGYPTIAN TRAVEL AGENCIES: A PROPOSED EMPIRICAL MODEL

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ABSTRACT

Given the changing nature of the tourism industry, Egyptian travel agencies need to sophisticated performance measurement systems. The Balanced Scorecard (BSC) is a tool that helps organizations achieve excellence in their performance and improve their financial results. This paper contributes to a deep understanding of the BSC and its application in Egyptian travel agencies. The purpose of this paper is to clarify the importance of BSC perspectives for achieving the desired financial results. Furthermore, the research shows that social responsibility contributes to financial performance improvement and achieves customer satisfaction, reputation, and competitive advantage. Three hundred questionnaire forms were collected from travel agencies managers. Besides, ten interviews were conducted with tourism experts to provide a deep understanding of the BSC perspectives application. The Statistical Package for Social Sciences (SPSS) version 26 was used for analyzing data.

The final results reported that the BSC and its perspectives are applicable in Egyptian travel agencies unknowingly. There is the direct and indirect causal effect of the learning and innovation perspective, internal processes perspective, social responsibility perspective, and customer perspective on the financial perspective. Finally, the research proposed a new model for adopting the BSC as a tool for Strategic Performance Measurement (SPM). The paper recommends that Egyptian travel agencies need to establish a dedicated team to assess the importance and benefits of adopting the BSC model. Moreovere, it needs to integrate the social responsibility perspective with other BSC perspectives for achieving the customer's satisfaction, the quality, and the competitive advantage.

INTRODUCTION

Micheli and Manzoni (2010) explained that a measurement system in organizations should be decided whether strategic or solely operational. A link between strategy, performance measurement, and the relevance of the Performance Measurement System "PMS" within the organization can be determined by this choice. Strategic Performance Measurement System (SPMS) design should rely on the roles of organizations that assign to the SPM. According to Grigoroudis, Orfanoudaki, and Zopounidis (2012), providing management with an overarching view about its performance is the major aim of BSC development in many sectors. The BSC provides benefits and balanced view of strategic and operational decisions inside companies, so many recent studies develop SPMS using the BSC approach.

Gundogar and Yilmaz (2016) stated that BSC considers as a candidate tool that is used to fill the gap between strategy design and implementation. As well, it helps to improve administrative functions management and required outcomes. The development process of the BSC is very important because it is a response to a changing and more competitive environment.

The main purpose of this paper is to provide travel agencies with a practical system that helps select effective performance indicators as well as presenting many issues of relevance to the SPM. The research aims to suggest a new model for adopting BSC as a tool for SPM in Egyptian travel agencies. It can be dependent on the developed BSC model as a system for establishing applicable card for SPM in the Egyptian travel agencies. Furthermore, practitioners and researchers will be benefited from the BSC developed.

LITERATURE REVIEW

Performance measurement plays a main role in any company or organization. Many researchers revealed the importance of performance measures as follows:

- Sutoyo (2011) revealed that performance measures play a role in achieving the alignment of activities with strategic aims in many companies and organizations.
- It can be achieved high levels of effectiveness and competitiveness because performance measures focus on means, results or processes, and outcomes as mentioned by Agbanu, Nayrko, Agbemava, Sedzro, and Selase (2016).

PERFORMANCE MEASUREMENT SYSTEM "PMS" AND ITS FUNCTIONS

PMS helps organizations to improve the quality of services by collecting, monitoring, and analyzing information (Trebble et al., 2015). Curtis, Hanias, and Antoniades (2011) illustrated that it has a role to shape and motivate employees' behavior. There are many functions of the PMS such as (Kueng, Meier, & Wettstein, 2001):

- Tracking the performance of companies.
- Supporting internal and external communication of the company regarding performance.
- Assisting managers by supporting both tactical and strategic decision-making.

STRATEGIC PERFORMANCE MEASUREMENT "SPM"

SPM is a means to establish a connection between different functions inside an organization; between head offices and branches; and between an organization and its environment (Micheli & Manzoni, 2010). Mitchell, Nielsen, Nørreklit, and Nørreklit (2013) clarified that successful strategic practices can be characterized by a framework for the SPM. The SPM promotes special attitudes at various levels inside the companies and provides stakeholders with financial and non-financial results (Micheli & Manzoni, 2010).

Strategic Performance Measurement Systems (SPMSs) have been gaining popularity during the past decade among large organizations. SPMSs are used for the development, implementation, and revision of the organization's strategy and help to achieve high empowerment and high alignment (Micheli & Manzoni, 2010). Some examples of SPMSs are used in several sectors such as the Service Profit Chain "SPC" (Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994). The BSC (Kaplan & Norton, 1992), and Performance Measurement Matrix " PMM" (Neely, 2000).

BALANCE SCORECARD DEFINITION

In recent years, the BSC as a major performance measurement system supply an inclusive performance measurement of both financial and non-financial perspectives (Cokins, 2017). Chen, Hsu, and Tzeng (2011) defined the BSC approach as an influential technique or tool for performance evaluation. Moreover, Quintano (2015) stated that BSC is a PMS that presents the financial and non-financial measures.

THE RELATION BETWEEN BSC AND SPMSS

Krumscheid (2013) revealed that organizations can maintain the agility of performance measures by integrating performance measures into many

functions such as allocation, leadership planning processes, coaching, and feedback loops. The maintenance process of current performance measures with the strategic process is crucial. BSC model has together both the financial and non-financial perspectives to measure performance. Companies are advised to adopt this model as an SPM tool to achieve maximum benefits (Agbanu et al., 2016). Lee (2012) stated that the financial perspective, internal business process perspective, customer perspective, and learning and growth perspective are the main components of the BSC model. Each perspective has goals and measures that must be drawn from the business's vision. The BSC as SPMS is useful for organizations. It provides managers with both financial and non-financial dimensions that are the interrelated dimensions of integrative SPMSs. Many Companies can adopt the BSC model as the SPMS to provide immediate information about an organization's strategic performance and to achieve maximum benefits.

BSC APPLICATION IN DIFFERENT FIELDS AND INDUSTRIES

The study conducted by Kozma and Kazai Ónodi (2015) provided a model for managing sporting bodies in accordance with strategic objectives. There are many studies that discussed the application of BSC in the health care organizations such as Shukri and Ramli (2015), and Porporato, Tsasis, and Marin Vinuesa (2017). Fooladvand, Yarmohammadian, and Shahtalebi (2015) focused their study on using the BSC framework model to enhance higher education. Lee, Chen, and Chang (2008) aimed to evaluate an information technology department in the manufacturing field in Taiwan. Their study introduced an approach based on the Fuzzy Analytic Hierarchy Process (FAHP) and BSC. Bennett, James, and Klinkers (2017) indicated that large companies can depend on BSC to address environmental and social performance evaluation.

BSC APPLICATION IN TOURISM INDUSTRY

The study conducted by Dolasinski (2016) depended on a Data Envelopment Analysis-BSC "DEA-BSC" model to measure the distribution channel mix efficiency in hotels. The study submitted by Huang, Yung, and Yang (2011) provided the strategy model of a travel blog marketing channel that helped travel agencies address their practical and theoretical needs. Chen et al. (2011) provided an effective performance evaluation model that enabled hotel managers to achieve a competitive advantage. The main purpose of the study provided by Dinçer, Hacıoğlu, and Yüksel (2017) is the evaluation of European airlines' performance. The findings of the study introduced by Douglas and Mills (2005) showed the importance of four perspectives of the modified BSC

for the progress of the National Tourism Organization (NTO) Website. Al-Azzam (2016) and Kala and Bagri (2016) are examples of the BSC application in the tourism and hospitality field. Fawy, Mohammad, and Dawood (2018) Revealed that the BSC conceptual framework usually consists of two parts. The first part includes the vision, mission, and four perspectives, while another part reflects that the four perspectives are linked together in a cause-and-effect relationship. Each perspective includes objectives, measures, targets, and initiatives.

IMPORTANCE OF THE BSC APPLICATION IN TRAVEL AGENCIES

Hoque (2014) pointed out that the main aim of the BSC application in small-scale companies is enhancing their chances of survival. Managers can depend on BSC to measure the performance level of the Enterprise Resource Planning (ERP) system and support the strategic aims of high-tech firms (Shen, Chen, & Wang, 2016). Basuony (2014) referred that there are many internal and external reasons that lead to failing small companies such as the lack of knowledge in planning business activities, and inadequate financial resources, the complexity of the external market environment, and intense rivalry. BSC can identify internal and external factors leading to business failure as well as helps the small company to avoid the failure (Giannopoulos, Holt, Khansalar, & Cleanthous, 2013). Phillips (2007) clarified that companies usually depend on indicators to measure either progress toward their vision Each BSC perspective has 10 indicators or more to make the process of measurement practical (Phillips & Louvieris, 2005). Curtis et al. (2011) indicated that BSC adoption contributes to a certain type of behavior and its values support acceptable actions.

THE FOUR PERSPECTIVES OF THE BSC

Kazemi and Seyyedi (2015) stated that companies need to analyze and discuss the BSC's four perspectives when they define BSC as an SPMS. For each of the four perspectives, the manager of travel agencies would have to determine goals and then translate these goals into specific measures. The four perspectives are as follows (see figure 1):
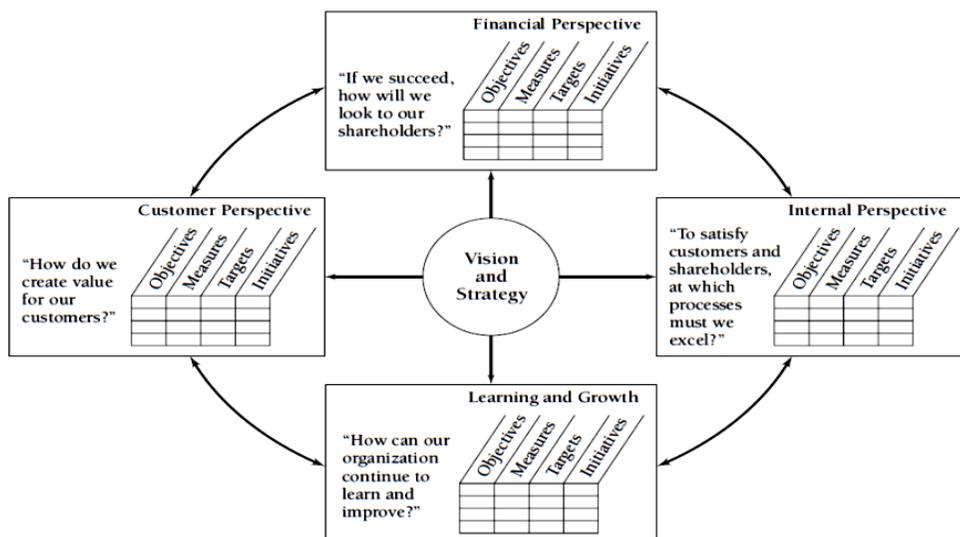
Figure (1) The Balanced Scorecard: Four Perspectives

Source: Kaplan (2001, p. 355)

INTERNAL BUSINESS PERSPECTIVE

According to Borza and Bordean (2006), the BSC internal measures should aim at achieving quality and improving employee skills. This perspective helps managers to measure the internal performance of the business through identifies the following: employee turnover, revenue by segment, complaint responses, etc. the internal business perspective focuses on company activities that are undertaken to satisfy customers (Kazemi & Seyyedi, 2015). Vučetić (2008) assured that when tourism organizations do not engage a large number of experts, they poor to a multidisciplinary approach in the stage of preparation of the material that helps in the suggestion of primary and secondary legislation acts.

INNOVATION AND LEARNING PERSPECTIVE

Companies can shape their strategies toward achieving a competitive advantage and value creation by learning processes (Curtis et al., 2011). The results of the study introduced by Al-Hayaly and Alnajjar (2016) demonstrated that the organizational performance increased from (72.7%) to (81.2%) when organizations applied the processes of Knowledge Management (KM). Employee education and skill level, employee satisfaction, and retention rates are the performance measures that companies usually use to measure innovation and learning perspective (Kazemi & Seyyedi, 2015). Travel agencies can use a variety of measures for the innovation and learning perspective such as: new markets

identified, staff appraisal, staff targets, courses completed, and improvements identified.

CUSTOMER PERSPECTIVE

Sahin (2014) clarified that customer satisfaction plays a main role in achieving the goals and objectives of companies. The main priority of successful companies is to meet their customers' demands around the world. Four main concerns of customers regarding the product or service are time, quality, performance & service, and cost (Giannopoulos et al., 2013). Travel agencies have to consider the customer's needs in order to better satisfy them. The satisfaction of customers, customer retention, market share in targeted segments, and customer profitability are some of the common measures of customer perspective (Fretheim, 2013).

FINANCIAL PERSPECTIVE

The financial perspective is one of the BSC perspectives that refers to the company's financial view (Kaplan & Norton, 1992). Giannopoulos et al. (2013) declared that financial indicators do not influence the satisfaction of customers and employees, so the companies don't focus only on financial data to direct their strategic vision (Collis, Holt, & Hussey, 2017). This perspective considers the shareholders and their expectations from the companies (Kerai & Saleh, 2017). The main goals that can be identified in this perspective of the BSC refer to profitability, growth, and shareholder value (Borza & Bordean, 2006).

OBJECTIVES, MEASURES, TARGET, AND INITIATIVES OF THE BSC

Each BSC perspective should consider and link with the following items: " strategic objectives (growth, profitability, customer satisfaction, process excellence); measures (revenue growth, return on equity, number of complaints); targets; and initiatives"(Alhyari, Alazab, Venkatraman, Alazab, & Alazab, 2013, p. 517).

According to Brunette (2010), a set of performance objectives are required in companies to describe what they must do well to implement their strategy. Companies can establish a performance management system based on their strategic goals by using the BSC (Phillips & Louvieris, 2005). Wilsey, Perry, Montgomery, and Rohm (2013) defined performance measures as the indicators that reflected the progress toward a desirable outcome. The selection of wrong measures is one of the reasons for the failure of the BSC inside the companies (Brunette, 2010).

Targets mean planning and setting quantitative or qualitative goals. Moreover, they reflect the future objectives either in short or in long term

periods (Al-Ashaab, Flores, Doultsinou, & Magyar, 2011). They help companies to determine their performance level or their improvement' rate (Mulat, 2015). Mulat (2015) clarified that initiatives are studies, programs, projects, analysis, processes improvement activities, or other activities that are important for the completion of company strategy. Fretheim (2013) emphasized that the planning of necessary initiatives will guide companies during the BSC implementation process.

RESEARCH METHODOLOGY

The research utilized the mixed methods approached (quantitative and qualitative) to explore the applicability of BSC in Egyptian travel agencies. The questionnaire as a quantitative method was used to gather the primary data and was distributed to managers and department supervisors in travel agencies in Cairo and Luxor cities. The largest number of Egyptian travel agencies is located in Cairo, which is 1531 (1225 head offices and 306 branches). Furthermore, Luxor has many branches (208) and 80 head offices. The selected governorates helped to analyze the availability of the BSC basic ingredients and its perspectives application in head offices and their branches. The Equation of Stephen Sampson was used by the researcher to calculate the sample size. A sample of 300 head offices and branches was selected from Cairo and Luxor. Questionnaires were collected in seven months. 300 usable responses were obtained and 35 were not valid .The data results were statistically analyzed through SPSS program version 26. Three referees have attributed the emphasis on the questionnaire content validity and the issues surrounding its items clarification.

Qualitative data was collected through individual interviews with experts who represent various tourism sectors such as the Egyptian Travel Agents Association (ETAA), Arab Tourism Organization (ATO), and the Egyptian Tourism Authority (ETA). Interviews were used to get a deeper analysis of the quantitative data supplied by the questionnaire and a deeper understanding of using the BSC and its perspectives to measure the SPM inside Egyptian travel agencies. The interviews with experts were face-to-face and telephone. Moreover, some interviews were online on Facebook messenger. The interviews were conducted in February, April, July, and August 2020. A Cronbach's alpha (0.92) was found from the pilot test. This result indicates that the questionnaire was reliable with a high degree of internal consistency.

RESULTS AND DISCUSSION OF THE STUDY

RESULTS OF TRAVEL AGENCY' QUESTIONNAIRE

The data reflects the respondents' experience and importance of their job positions because more than 73% of them have great work experience for more than 11 years. Furthermore, most of the respondents (more than 58%) are managers as well as 73% works in the most important departments such as tourism, aviation, and marketing. The largest group of respondents (n = 239, 79.7%) indicated that their headquarters in Cairo, while a small portion (n = 61, 20.3%) indicates their headquarters in Luxor. The respondents were asked to mention their academic qualifications. The result shows that most of the participants (n= 234, 78%) have higher qualifications such as bachelor's degree, master's degree, and doctorate degree (n= 274, 91.3 %), while others have medium-level qualifications.

THE EXTENT OF APPLICATION OF THE BSC FOUR PERSPECTIVES IN THE EGYPTIAN TRAVEL AGENCIES

Managers and supervisors of Egyptian travel agencies were asked about the extent of application of the BSC four perspectives in their agencies as follows:

LEARNING AND GROWTH PERSPECTIVE

Respondents agreed that training contributes to increasing service quality. Their agencies provide the employees with appropriate training programs and information about the travel agency's internal and external environment. They clarified that employees, who learn new skills (mean= 3.93, std. deviation = .849) and innovate new tourist services (mean= 3.91, std. deviation=. 837), are rewarded. It is worth noting that they don't use specific measurements such as (the number of training programs, and training hours) to identify the degree of learning and innovation (mean= 3.74, std. deviation = .931). The results revealed that adequate financial resources are not heavily spent on conducting the services development research (mean= 3.31, std. deviation= 1.089). Furthermore, there isn't a special department of research, development, and innovation in most travel agencies (mean= 2.11, std. deviation = 1.041). These results agree with the previously mentioned in the literature review (Chenhall & Moers, 2015) which revealed that many companies do not pay more attention to the innovation management process and do not have internal departments to measure innovation.

INTERNAL PROCESS PERSPECTIVE

Respondents approved that the coordination between department managers is important and largely done and try to solve the problems of employees quickly (mean= 4.16, std. deviation = .731). Although travel agencies provide service through the study of tourists' needs and try to enhance their competitive advantage, but their proportion of new tourist services is not a satisfactory percentage compared to the total services offered (mean= 3.39, std. deviation= 1.087). The majority of participants approved that there are specific and clear descriptions of all job functions in their agencies (mean= 3.90, std. deviation= .795). On the contrary, they did not agree that employees are engaged in the decision-making process (mean response 2.92). These results disagree with the previously mentioned in the literature review (Upadhyay & Palo, 2013) which assured that the engagement in the decision-making process leads to improved employee contribution in strategy implementation and enhanced their engagement.

CUSTOMER PERSPECTIVE

The participants concurred that head offices and branches assign more importance to the customer perspective that will help in the BSC application. The results assured that their agencies try to achieve a high degree of customer satisfaction through a quick response to their needs (mean= 4.37, std. deviation=.649), and recognizing the tourists' image of their services (mean= 4.14, std. deviation =.767). Moreover, most travel agencies using many methods such as surveys, interviews, and complaints records to measure the level of tourists' satisfaction (mean= 4.22, std. deviation = .748). Participants indicated that they have the mechanism of dealing with tourist complaints and a renewed database for their customers. In fact, the results showed that the travel agencies' share of existing and new customers don't suit their own capabilities (mean response 3.21, 3.18), despite they adopt customers' policies for attracting new customers and increasing their market share. These results are consistent witht Vu (2016) who emphasized that customers consider one of the important axes of the success of organizations, and their satisfaction is the main perspective of the BSC application.

FINANCIAL PERSPECTIVE

The results revealed that financial performance measures were the focus of the managers' attention. They indicated that financial resources are usually provided to achieve strategic objectives with a mean of (4.28) and increase profit growth through the strategic plan (mean response 4.21). Companies try to increase their sales volume by offering new tourist services (mean= 4.14, std. deviation= .779) and seek to achieve a high level of satisfaction

of shareholders or owners (mean= 4.18, std. deviation = .699). Travel agencies' management provides sufficient financial resources for suitable services provided, but the profits are not sufficiently proportional to the size and quality of the services provided (mean= 3.91, std. deviation =. 943). Chimtengo, Mkandawire, and Hanif (2017) clarified that financial measures of performance still play a main role in the companies because they can help connect financial data with the drivers of future performance and finance the other three perspectives of the BSC.

SOCIAL RESPONSIBILITY PERSPECTIVE

The results indicated a fairly low familiarity with the social responsibility perspective compared with other perspectives among travel agencies. The participants concurred that their offices usually support green and eco-tourism projects and programs (mean= 3.85, std. deviation = .940), solve the unemployment problem (mean= 3.84, std. deviation = .922), and contribute to the practical training for graduates (mean= 3.81, std. deviation = .992). Although managements give priority to employing local residents, opportunities for applied studies are not sufficient. The data collected indicated that travel agencies do not participate heavily as sponsoring in cultural scientific, and recreational festivals (mean= 3.46, std. deviation = 1.035). There are deficiencies in the provision of services to the neediest areas (mean= 3.06, std. deviation= 1.072). It is worth noting that there is a lack of policies for poverty support (mean= 3.01, std. deviation = .900). Furthermore, travel agencies do not adopt policies and programs to finance non-governmental organizations sufficiently (mean= 2.74, std. deviation =1.014).

These results agree with the previously mentioned in the literature review (Manente, Minghetti, & Mingotto, 2014) which assured that small and medium compaines should pay more attention to social responsibility to enhance their efficiency. Kang, Chiang, Huangthanapan, and Downing (2015) considered social responsibility as the duty of an individual or organization to achieve a balance between achieving financial gains and preservation of society.

EVALUATING THE BSC PERSPECTIVES

It is worth noting that there is no more difference in the importance assigned to various perspectives across the classification of the participants except the special responsibility perspective (mean response = 3.39) which has been given less importance in most head offices and branches. The results reveal that the financial perspective scored the highest mean (4.14) in the SPM across travel agencies in Cairo and Luxor. The participants clarified that travel agencies gave the highest mean to customers'

perspective and internal process perspective (mean response = 3.99, 3.87). Surprisingly, the learning and innovation perspective (mean response = 3.69) could not find its due place during the performance measurement processes.

THE RELATIONSHIP BETWEEN THE BSC PERSPECTIVES

The correlation outputs as shown in the table no (1) seem to assure that there is a relationship between each perspective of the BSC and others as follows:

Table (1)Correlation Among All of The BSC Perspectives

Control Variables			Learning and Innovation Perspective	Internal Processes Perspective	Customer Perspective	Financial Perspective	Social Responsibility Perspective	Barriers
-none-(a)	Learning and Innovation Perspective	Correlation	1	.616**	.553**	.327**	.477**	.057
		Significance (2-tailed)		.000	.000	.000	.000	.322
		Df	300	300	300	300	300	300
	Internal Processes Perspective	Correlation	.616**	1	.544**	.329**	.444**	.067
		Significance (2-tailed)	.000		.000	.000	.000	.251
		Df	300	300	300	300	300	300
	Customer Perspective	Correlation	.553**	.544**	1	.570**	.522**	.079
		Significance (2-tailed)	.000	.000		.000	.000	.175
		Df	300	300	300	300	300	300
	Financial Perspective	Correlation	.327**	.329**	.570**	1	.372**	-.010-
		Significance (2-tailed)	.000	.000	.000		.000	.861
		Df	300	300	300	300	300	300
	Social Responsibility Perspective	Correlation	.477**	.444**	.522**	.372**	1	-.052-
		Significance (2-tailed)	.000	.000	.000	.000		.368
		Df	300	300	300	300	300	300
	Barriers	Correlation	.057	.067	.079	-.010-	-.052-	1
		Significance (2-tailed)	.322	.251	.175	.861	.368	
		Df	300	300	300	300	300	300

- Learning and innovation perspective with other perspectives (r = 0.616**, 0.553**, 0.327**, 0.477**), which is highly significant p. value.(0.00) =
- Internal processes perspective with Customer perspective, Financial perspective, and Social responsibility perspective (r = 0.544**, 0.329**, 0.444**), which is highly significant p. value = (0.00).

- Customer perspective with Financial perspective, and Social responsibility perspective (r = 0.570**, 0.522**), which is highly significant p. value = (0.00).
- Financial perspective with Social responsibility perspective (r = 0.372**), which is highly significant p. value = (0.00).

The observed correlation between all five BSC perspectives is completely explained by the correlation of each perspective with the others. The partial correlation between all variables is significant with a p-value = 0.000.   These results agree with the previously stated in the literature review (Altin, Koseoglu, Yu, & Riasi, 2018; Dinçer et al., 2017) which stated that there is a relationship between all BSC perspectives.

REGRESSION ANALYSIS FOR THE EFFECT OF THE LEARNING AND INNOVATION PERSPECTIVE, INTERNAL PROCESSES PERSPECTIVE, CUSTOMER PERSPECTIVE, AND SOCIAL RESPONSIBILITY PERSPECTIVE ON THE FINANCIAL PERSPECTIVE:

Table(2) Coefficients of the regression analysis of the effect of the Learning and Innovation, Internal Processes, Customer, and Social Responsibility Perspectives on the Financial Perspective

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.846	.216		8.538	.000
	Learning and Innovation Perspective	-.013-	.059	-.015-	-.227-	.821
	Internal Processes Perspective	.011	.066	.010	.164	.870
	Customer Perspective	.501	.061	.518	8.205	.000
	Social Responsibility Perspective	.088	.050	.104	1.785	.075
a. Dependent Variable: Financial Perspective						

A researcher found that the linear regression analysis estimates the linear regression function to be y = 1.846+ (.501) x3. This means that an increase in one unit of customer perspective results in an increase of

(.501) units of the financial perspective. The t-test found that there is highly significant (p = 0.00) between intercept and variables. The results clarify that customer perspective (beta =. 518) a higher impact on the financial perspective (see table 2).

PATH ANALYSIS OF THE FOUR PERSPECTIVES OF THE BSC ON THE FINANCIAL PERSPECTIVE:
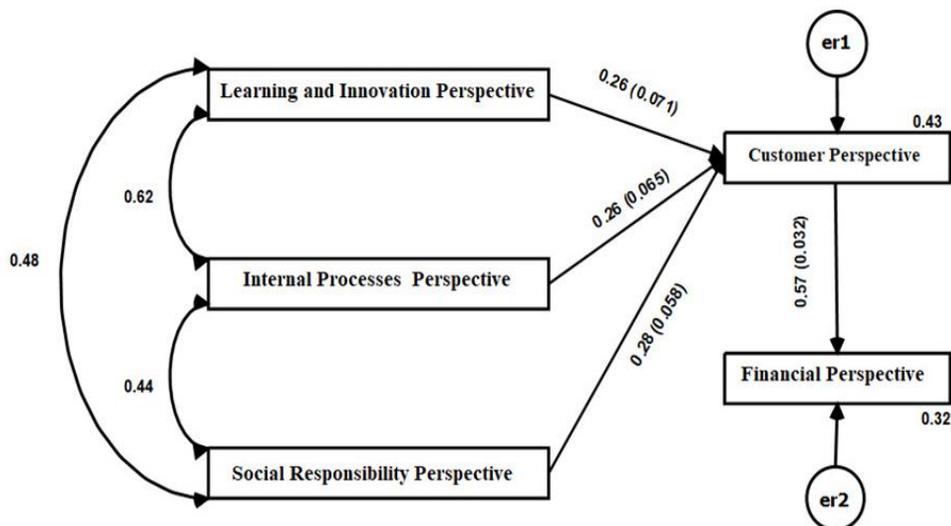
Figure (2) Path Analysis of the Four Perspectives of the BSC on the Financial Perspective.

Chi-square = 3.461, df = 3, Probability level = .326 (n.s), n = 300, NFI=.993, CFI=0. 999, TLI=0. 997, RMSEA=.023, GFI= .995, AGFI= .977

The figure (2) shows the validity of the model for prediction with a value of Chi-square = 3.461. The goodness of fit indices (NFI=.993, CFI=0. 999, TLI=0. 997), which are approximating the correct one, showed the model's validity to predict. There are direct and indirect causal effects of the four perspectives on the financial perspective. The data shows that the indirect causal effect of the learning and innovation perspective, internal processes perspective, and social responsibility perspective on the financial perspective. Standard regression coefficients (beta standard) to predict the three dimensions of the financial dimension are respectively = 0.26, 0.26, and 0.28. The figure shows that the direct causal effect of the customer perspective on the financial perspective in travel agencies (beta standard = 0.57).

The path analysis is consistent with the Albuhisi Ahmad and Abdallah Ayman (2018) that assured there is an impact of non-financial perspectives on the financial perspective. Furthermore, the Corporate Social

Responsibility "CSR" has a significant influence on the BSC perspective (Kang et al., 2015). This agrees with Saeidi, Sofian, Saeidi, Saeidi, and Saaeidi (2015) and Asiaei and Bontis (2019) who stated that social responsibility contributes to improving financial performance and plays a mediating role in achieving customer satisfaction, reputation, and competitive advantage**.**

RESULTS OF TOURISM EXPERT INTERVIEWS

Interviews were conducted with (10) tourism experts who select the outline and make significant decisions about practices and policies that travel agencies followed. The participants in the interview process were experts representing different tourism sectors and authorities in Egypt such as the ETAA, the E-tourism committee, ATO, the ETA, managers of travel agencies, and the Electronic Tourism Organization. Most of the interviewers showed that they have working experience in the tourism field for more than 30 years, while others have 21-30 years of working experience in this field. Answers of tourism Experts' questions explored the following issues:

The Rank of BSC Perspectives from the Most to Least Important in Evaluating the Performance: Most of participants ranked customer satisfaction as the most important perspective, while they ranked the innovation and learning processes as the second most important perspective. Furthermore, they agreed that internal business processes evaluation is in the third rank. On the other side, the financial outcomes are ranked as the last of the four perspectives in the evaluation process of the travel agencies' performance.

The Current Use of the BSC in Egyptian Travel Agencies: All participants agreed that most travel agencies don't familiar with the BSC concept and don't use this card to measure their performance. This illustrates that agencies perhaps apply all BSC perspectives and don't aware of using them. These results are consistent with the travel agencies questionnaire regarding apply all card dimensions unknowingly.

The Current Situation of Strategic Performance Measurements "SPMS" and the Importance of BSC Perspectives in Egyptian Travel Agencies: Interview questions in this part clarified the importance of SPMS and BSC perspectives usage in travel agencies from the experts' point of view as follows:

- All experts strongly agreed that SPMs should be a part of travel agencies' priorities. It is noteworthy to mention that performance measurements are

not discussed periodically and 10% only of agencies are reviewing their performance measurements

- Performance metrics used and their real indicators don't reflect travel agencies' success except for large agencies because most are based on profit only. Meanwhile, there are external factors that must be measured their impact on performance measurement.
- Travel agencies need to integrate all BSC metrics in order to obtain a performance measurement that reflects their success and need to innovate new services to face their intense competition.

APPLICABILITY OF THE BSC IN EGYPTIAN TRAVEL AGENCIES

The last part of the interview questions focused on applying the four perspectives of the BSC and their importance in Egyptian travel agencies. All experts agreed that Egyptian travel agencies measure their financial outcomes and customers' satisfaction. In contrast, they mentioned that the measurement of employees' learning and the efficiency of the internal processes are not carried out significantly except in large agencies. These results are highly aligned with the travel agencies questionnaire. The participants clarified many applied measures of the BSC perspectives in travel agencies (see table 3).

Table (3) Summary of BSC Measures used in travel agencies

| No	BSC Perspective	Measures used in travel agencies
1	**Financial Perspective**	- Monthly, semi-annual, and annual profits and losses. - Cost and private profit. - A final budget. - Commission. - The income statement two or three times annually. - Annual payments and expenses compared with previous years.
2	**Customer Perspective**	- Tourists satisfaction questionnaire and reports - Market share - Number of new tourists
3	**Internal Processes Perspective**	- Evaluation of the departments' performance . - Services quality . - Number of canceled orders. - Time required for tourist service. - Collaboration with new agents.

4	**Learning and Innovation Perspective**	- Employee's evaluation according to his job description. - Employee's accomplishment of his tasks. - Employee's ability to deal with crises. - Numbers of new itineraries. - Number of training programs.

In this regard, experts assured that BSC perspectives' measurement is important and useful for travel agencies for many reasons as follows:-

- **Financial Outcomes Measurement:** It plays a main role to determine the extent of the company's activity. A financial measure can achieve a high profit if it is linked to other perspectives.
- **Internal Processes Measurement**: - It helps to create harmony between the departments, reduce unfair competition, and achieve a stand out in the ultimate tourism product.
- **Learning and Innovation Measurement: -** It is important in crisis management and is reflected in the company's daily results and its business implementation.
- **Customers Satisfaction Measurement: -** It reflects workers' awareness of the importance of working to get to the right path. Achieving tourist satisfaction is the basis of the evaluation process .
- **Social Responsibility Measurement**: - It transforms travel agencies from a profit-oriented institution into a service institution and avoids the class struggle. It enhances travel agencies' efforts to succeed in their working environment, attract more tourists, and gain them with reputation and trust. Participants revealed examples of community participation of travel agencies such as 57357 hospital support, student training, and supporting social researches by using a portion of the profit.

THE PROPOSED EMPIRICAL BSC MODEL FOR SPM IN TRAVEL AGENCIES

The research proposes an empirical model for adopting the BSC in Egyptian travel agencies based on the aforementioned results. The first part of the model is a proposed strategy map (see figure 3).
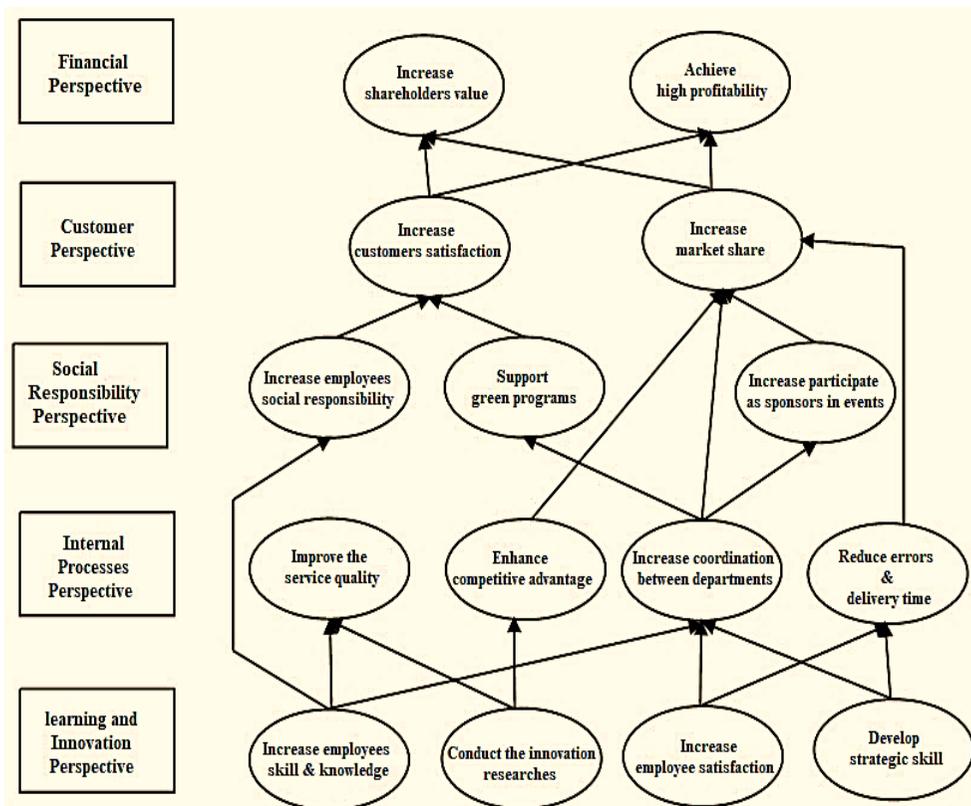
Figure (3) The Proposed Strategy Map

The strategy clarified the basic BSC perspectives that were suggested by Kaplan and Norton in 1992 and adding a new perspective "social responsibility perspective". The second part of the proposed BSC model consists of the travel agency's vision, mission, and five perspectives of the BSC as follows:

Travel Agency's Vision: Global leaders in the provision of tourism services and implementation of itineraries with affordable prices.

Travel Agency's Mission: To exceed high customer satisfaction, to learn and motivate employees, to help for community development, and to achieve the desired financial results.

The five perspectives of the BSC: The perspectives are the learning and innovation perspective, internal processes perspective, customer perspective, financial perspective, and social responsibility perspective. Each perspective consists of objectives, measures, target, actual, and initiatives as follows:

Objectives: outline the goals that the travel agencies seek to achieve under each perspective in order to achieve the mission and vision of the travel agency. The proposed objectives are derived from:

- A travel agency's questionnaire analysis.
- Tourism expert interviews analysis.
- Some previous studies such as Dinçer et al. (2017), Qin, Atkins, and Yu (2013), and Huang et al. (2011).

Measures: are the standards used to measure travel agency performance and the level of progress. The proposed measures are extracted from:

- A travel agency's questionnaire analysis.
- Tourism expert interviews analysis with regard to the measures used in travel agencies (see table 3).
- Some previous studies such as Fawy et al. (2018), Arik (2006, pp. 22 - 25), and Kang et al. (2015).

Targets: represent the performance level or the rate of improvement that is required. A travel agency usually compares its current performance with the same period last year to measure this performance, and finally it sets the targets. The proposed targets were determined according to the average answers of respondents with regard to the percentage of achieving each goal in their travel agencies.

Actual: refers to the real performance of travel agencies compared to the targets. The actual performance may be equal, exceed (+), or be lower than the target (-).

Initiatives: A set of initiatives have been suggested according to the needs of travel agencies to apply the BSC and the tourism experts' suggestions.

The proposed BSC model includes all the key measures or indicators. Each of them is related to a specific perspective. The Egyptian travel agencies need to use these indicators to see the degree of objectives achievement as follows:

FINANCIAL PERSPECTIVE (HOW DOES THE TRAVEL AGENCY LOOK TO ITS SHAREHOLDERS?)

- **Objectives:** As a result of this research, there are four objectives such as increase the sales volume, achieve high profitability, achieve strategic objectives, and increase profit growth.
- **Measures:** Each of the objectives of the financial perspective may use one of the following indicators: semi-annual and annual profits and

losses, annual payments and expenses compared with previous years, cost and private profit, the final budget, the Commission, and the income statement two or three times annually.

- **Targets & Initiatives:** Travel agencies can determine some targets such as: decrease the itineraries costs by 10%, increase new tourist services by 20, and .increase profit per itineraries by 10%. Many suggested initiatives may be taken: adoption of a program to increase the financial practices of BSC application, offering new tourist services, and adoption of policies to decrease the itineraries costs.

CUSTOMER PERSPECTIVE (HOW DO CUSTOMERS SEE THE TRAVEL AGENCY?):

- **Objectives:** The proposed objectives of customer perspective are: achieving a high degree of customer satisfaction, retaining current customers, meeting customers' needs and desires, and gaining new customers, increasing market share, and providing services with quality and an acceptable standard.
- **Measures:** The following set of measures of the customer perspective objectives: customer satisfaction measurement methods, number of returning customers, number of new customers, number of tourist complaints, and market share.
- **Targets & Initiatives:** According to the customer perspective results, some targets can be suggested as follows: increasing customer satisfaction by 95%., increasing the number of returning customers by 20%, decreasing the number of tourists' complaints by 95%., increasing the number of new customers by 20%., and increasing high-quality services by 90%. Finally, travel agencies try to achieve high customer satisfaction by recognizing the tourists' image of services, designing a loyalty program for customers, adopting a program and policies to increase market share, and having the mechanisms of dealing with tourist complaints.

SOCIAL RESPONSIBILITY PERSPECTIVE (WHAT SHOULD BE DONE TO SERVICE AND DEVELOP THE COMMUNITY):

- **Objectives:** The relevant objectives for the social responsibility perspective are: supporting green and eco-tourism projects and programs, decreasing the material and energy use, increasing employees' awareness of their social responsibility, increasing the practical training for graduates, increasing opportunities for the applied studies, solving the unemployment problem, and increasing

participates as sponsoring in cultural, scientific, and recreational festivals.

- **Measures:** Travel agencies can measure their objectives by using some indicators as follows: number of projects implemented to serve the community, number of green programs implemented, number of job opportunities provided, number of the practical training programs for graduates, local labor ratio, efficiency in material and energy use per year, and number of the incentive grants.

- **Targets & Initiatives:** There are several targets for travel agencies such as increasing eco-tourism and green projects by 80%, reducing the material and energy use by 20%, increase job opportunities by 25%, increase cultural and recreational festivals by 40%, and increase the practical training programs by 50%. On the other side, the proposed initiatives include: designing programs to decrease material and energy use, increasing job opportunities and the practical training program, adopting a program to increase eco-tourism and green programs, switching to solar energy, and adopting a program to support education and poverty.

INTERNAL PROCESSES PERSPECTIVE (WHAT MUST THE TRAVEL AGENCIES EXCEL AT?):

- **Objectives**: There are many objectives of the internal processes perspective that include: increasing coordination between different departments, enhancing competitive advantage, reducing work errors, solving the employees' problems quickly, and improving the quality of tourist services..

- **Measures:** The main measures of the internal processes perspective are the proportion of new tourist services, number of errors, number of canceled orders, an average price per itinerary, number of tourist complaints, and the work time required.

- **Targets & Initiatives:** Targets of the internal processes perspective represent values that are sought by travel agencies such as increasing 15% of new tourist services, decreasing the number of errors by 10%, reducing the number of canceled orders by 80%, and 10 % of timeliness of work processes. Likewise, suggested initiatives include engaging employees in the decision-making process and studying the tourists' needs and desires.

LEARNING AND INNOVATION PERSPECTIVE (CAN THE TRAVEL AGENCY CONTINUE TO IMPROVE AND CREATE ITS VALUE?):

- **Objectives:** The following set of objectives of the learning and innovation perspective: developing employees' capabilities, providing employees with the appropriate environment for innovation and creativity, spending adequate financial resources to conduct the development researches, increasing the quality of tourist services, and developing strategic skills.
- **Measures:** The objectives can be measured by the level of employee training expenditures, level of innovation researches expenditures, and number of training programs, employee satisfaction index, strategic job coverage, and training hours.
- **Targets & Initiatives:** According to the learning and innovation perspective results, the main target values can be determined such as: increasing 20% service innovations, achieving 90% excellence in service delivery, conducting 50% of research on the development of tourist services, and increasing 80% in job training hours. The initiatives that can achieve the objectives are represented in providing training programs, offering awards for the innovation of services, a special department of research, development, and innovation, solving employees' complaints, and increasing job training hours.

CONCLUSION AND RECOMMENDATIONS

The BSC as SPMS provides managers and department supervisors with regular information and reports about their performance and helps them to look at suitable procedures when necessary. The paper proposes an empirical model for adopting the BSC in travel agencies based on the aforementioned results. This research target managers and department supervisors in travel agencies and 300 questionnaires were distributed on them. Furthermore, ten interviews were conducted with tourism experts in different fields. The empirical results clarified that there is a correlation between all BSC perspectives and each perspective affects the other. The results revealed that the financial perspective, customer perspective, and internal process perspective have been given the highest importance during the SPM process in travel agencies as opposed to the learning and innovation perspective and social responsibility perspective.

 The research recommends that the ETAA can help the travel agencies to face their difficulties in obtaining their key performance measures and indicators. It tries to spread the culture of the BSC approach among head offices and branches. Travel agencies need to establish a dedicated team to

assess the importance and benefits of adopting the BSC. Their top managements need to focus on conducting continuous strategic meetings that will adapt the strategy with the BSC. Furthermore, it is recommended to increase the social role of travel agencies and measure the extent of its impact on the BSC application. There are many further studies in which future research is needed such as studying the effects of performance measurement practices on changing the BSC perspectives in travel agencies and conducting case studies on travel agencies that will adopt the BSC as examples of successful BSC implementation.

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